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ABSTRACT

Contracting with the private sector is not new to public schools, but what is new is the scope of the services and programs offered by businesses and used by schools. This publication presents responses to a survey completed by 354 school districts belonging to the National School Boards Association (NSBA) about privatizing a wide array of school services. Section 1 discusses the use of private sector services by local school boards as an option for meeting the challenge of improving education. Section 2 includes brief descriptions of innovative ways in which school districts are using the services of the private sector for management services or instructional programs, as well as discussions of the experiences of districts that have considered and rejected privatization programs or services. Section 3 includes basic information about the districts that responded to the NSBA survey. Sixty-two percent of responding school districts have considered privatizing overall district operations or special areas of school management or instruction. In general, school management functions are more likely to be contracted out than instructional programs, with special education, at 14%, the most likely to be contracted out. (Contains eight figures.) (SLD)

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Ways Public Schools Are Exploring Privatization

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about NSBA...

The National School Boards Association is the nationwide advocacy organization for public school governance. NSBA's mission is to foster excellence and equity in public elementary and secondary education in the United States through local school board leadership. NSBA achieves its mission by amplifying the influence of school boards across the country in all public forums relevant to federal and national education issues, by representing the school board perspective before federal government agencies and with national organizations that affect education, and by providing vital information and services to Federation Members and school boards throughout the nation.

NSBA advocates local school boards as the ultimate expression of the unique American institution of representative governance of public school districts. NSBA supports the capacity of each school board — acting on behalf of and in close concert with the people of its community — to envision the future of education in its community, to establish a structure and environment that allow all students to reach their maximum potential, to provide accountability for the people of its community on performance in the schools, and to serve as the key community advocate for children and youth and their public schools.

Founded in 1940, NSBA is a not-for-profit federation of state associations of school boards across the United States and the school boards of the District of Columbia, Guam, Hawaii, Puerto Rico, and the U.S. Virgin Islands. NSBA represents the nation's 95,000 school board members. These board members govern 15,025 local school districts that serve more than 40 million public school students — approximately 90 percent of all elementary and secondary school students in the nation. Virtually all school board members are elected; the remainder are appointed by elected officials.

NSBA policy is determined by a 150-member Delegate Assembly of local school board members from throughout the nation. The 24-member Board of Directors translates this policy into action. Programs and services are administered by the NSBA Executive Director, assisted by a professional staff. NSBA is located in metropolitan Washington, D.C.

NSBA Programs and Services

- **National Affiliate Program** — enables school boards to work with their state association and NSBA to identify and influence federal and national trends and issues affecting public school governance.
- **Council of Urban Boards of Education** — serves the governance needs of urban school boards.
- **Large District Forum** — serves the governance needs of large but non-urban boards.
- **Rural and Small District Forum** — serves the governance needs of rural and small enrollmentdistricts.
- **Federal Relations Network** — school board members from each Congressional district actively participate in NSBA's federal and national advocacy efforts.
- **Federal Policy Coordinators Network** — focuses on the administration of federally funded programs.
- **Award Winning Publications** — ***The American School Board Journal***, ***The Executive Educator***, ***School Board News***, and special substantive reports on public school governance throughout the year.
- **Institute for the Transfer of Technology to Education** and **Technology Leadership Network** — advances public education through best uses of technology in the classroom and school districtoperations.
- **Council of School Attorneys** — focuses on school law issues and services to school board attorneys.
- **Annual Conference and Exposition** — the nation's largest policy and training conference for local education officials on national and federal issues affecting the public schools in the United States.
- **National Education Policy Network** — provides the latest policy information nationwide and a framework for public governance through written policies.
- **Training/Development and Clearinghouse Information** — for the policy leadership of state school boards associations and local school boards.

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Excellence and Equity in Public Education through School Board Leadership

PRIVATE OPTIONS FOR PUBLIC SCHOOLS:

WAYS PUBLIC SCHOOLS ARE EXPLORING PRIVATIZATION

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FOREWORD

As school districts seek to improve student performance, contracting with the private sector is being viewed as an attractive option. Indeed, the private sector has provided numerous innovative approaches being considered by school boards across the country.

The term privatization has been used to refer to a wide variety of initiatives from vouchers to business-education partnerships to charter schools. We use the term here in its more specific meaning, i.e., the voluntary use of private contractors by local school boards to provide certain services to and/or for their school systems.

Private contracting is not new to public schools; what is different now is the scope of the services and programs offered by business, up to and including management of the district and its academic programs. An old issue has taken on new significance as school boards debate how to best serve the educational needs of public school students.

Because the state of the debate often differs from the state of the art, the National School Boards Association (NSBA) has set out to discover what kinds of services are actually being contracted out by school districts. This publication, the sixth in NSBA's "Best Practices" series, examines the privatization practices of districts nationwide, and reveals the innovative ways in which districts are using the services of the private sector to improve the quality of public education.

This publication is sponsored by NSBA's National Affiliate program on behalf of local school district subscribers. In response to a survey of over 3,000 NSBA member school districts, including National Affiliate districts, NSBA's Federal Relations Network, and the Council of Urban Boards of Education, 10 percent shared their reasons for privatizing a wide variety of school services.

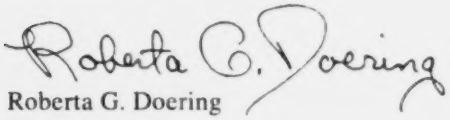
The NSBA questionnaire asked respondents to report on the extent to which the private sector is being used to provide instructional and/or support services in their school districts. In addition, the survey asked school board members and superintendents to describe their experiences, both positive and negative, with the process of contracting with the private sector for school management services and/or instructional programs.

Private Options for Public Schools: Ways School Districts Are Exploring Privatization reports on school districts' responses to the dual pressures of cutting costs while improving academic outcomes. This publication is a compendium of the experiences of school districts that have attempted to use the private sector as an option for delivering the highest quality instructional programs and support services to their students.

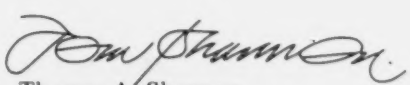
In presenting this publication, NSBA neither encourages nor discourages privatization as an option for school boards. Rather, we present it as part of our continuing effort to provide practical information to local school boards that can enable them to explore new approaches to meeting student needs, and exercise their board leadership in advocating for or against educational trends that enhance or impede student achievement.

We hope that the experiences of the 354 school districts that have contributed to this publication will help your district in better meeting the needs of your students, and in providing the best possible education for every child.

Very truly yours,



Roberta G. Doering
President



Thomas A. Shannon
Executive Director

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How to Use This Directory

This publication focuses on the kinds of services that are being contracted out by school districts. Section I discusses the use of private sector services by local school boards as an option for meeting the challenge of improving education. The information in this section is based on the results of a National School Boards Association (NSBA) survey of local school districts. It reflects the extent of private sector services in public schools, and the experiences of many school boards that have considered and used private contractors to provide school services.

Section II includes brief descriptions of the innovative ways in which school districts are using the services of the private sector to improve the quality of education. This section also contains the experiences of school districts that have considered and rejected privatization of programs and/or services. The descriptions are organized under two major headings into 30 categories:

Management Services
Administrative reorganization
After-school programs
Business-school partnerships
Charter schools
Day care
Facilities maintenance
Financial management
Food services
Health services
Personnel policies/management
Professional development
Public relations
Purchasing
School security
Technology for administration
Transportation and bus/vehicle maintenance
Other

Instructional Programs
At-risk programs
Charter schools
Curriculum design
Driver education
ESL/bilingual education
Foreign language classes
Remedial education
Science instruction
Special education
Teacher aides
Technology for instruction
Vocational education
Other

Based on information provided by the school district, each sketch includes a description of the program or service, the district's experience to date, and a contact person and telephone number for more detailed information.

Section III includes basic information about the school districts that participated in the NSBA survey. Districts are listed alphabetically, by state. The information in this section has been provided by the responding school districts, and includes district name and address, along with district size and type (urban, suburban, or rural).

Section III also serves as an index to Section II, listing the page numbers on which the contracted out programs of each district appear. Readers who want to learn what other school districts in their state and across the nation are doing to enhance their educational programs and school support services through private contracting can use Section III to find the appropriate references in Section II. Section III can also help readers to identify districts of similar size, and locate those districts in Section II.

This publication presents information that local school boards can use for advocacy at the

national, state, and local levels. It presents both sides of the privatization question from the perspective of local school districts that have experience with private contracting. Some see it as a means for improving student achievement and increasing the schools' abilities to fulfill their roles and responsibilities; others view it as a management-for-profit venture that is inappropriate in running the public schools.

Private Options for Public Schools: Ways School Districts Are Exploring Privatization contains the information school boards need to examine the issue, determine whether private contracting could serve the educational process in their districts and, then, advocate for what is best for public school students.

For additional information about any of the programs described in this publication, telephone the appropriate contact person listed in Section II. In fact, the contact person may be able to talk about the terms of the contract and about their satisfaction or lack thereof with specific vendors.

Additionally, for information concerning contractual issues in contracting out services, members are encouraged to review NSBA's publication entitled *Guidelines for Contracting with Private Providers for Educational Services.*

SECTION I

Private Companies/Public Schools: A New Look At An Old Idea

How can we improve our schools? Local school board members consider this recurring question as they face the challenge of finding new, innovative ways to deal with issues ranging from facilities maintenance to curriculum design. Engaged in the ongoing process of educational improvement, education policy makers and school administrators increasingly are considering the private sector as a resource to obtain expertise and cost-effective services.

School board members across the country are deliberating the benefits and drawbacks of contracts with private companies, and becoming informed purchasers of educational services in the marketplace. For many school boards, contracting with private companies expands the options they have in exercising leadership to best serve the students of their districts.

The purchase of private sector services by public agencies is not new. Indeed, in American public education, economist Adam Smith suggested that government vouchers be granted to parents for the purchase of education from the private sector in the late 1700's.

Today, much of the focus on privatization has shifted from public dollars buying private education to private firms selling services to public schools. While many school districts have chosen to "contract out" specific school district services, public attention has been given to newly founded education companies that offer to manage entire school systems or entire schools, often promising both improved student achievement as well as lower costs.

National visibility has been afforded to privatization efforts in the public schools of **Hartford, Connecticut, Baltimore, Maryland,** and **Dade County, Florida.** Reports of success to date have been mixed and, currently, all three school boards are reconsidering their previous decisions.

In **Hartford**, the Board of Education has narrowed its earlier plan to contract out the management of its 32-school district, and now proposes to privatize just five of the system's schools for the 1995-96 school year. Triggering the change were strong opposition from parents and teachers, a projected spending plan that called for hundreds of staff reductions, and the possibility of larger class sizes.

♦ ♦ ♦

Nine **Baltimore** city schools have been managed by a private education company since 1992. Initial enthusiasm over reports of increased student achievement has ebbed with the revelation of discrepancies in the actual test results, and the school district is facing lawsuits resulting from the company's mishandling of special education protocols. Baltimore Mayor Kurt Schmoke has amended the current contract to include stringent new performance standards for the service provider.

In spite of the problems, supporters of the school privatization effort point out that there have been several areas of significant improvement: cleaner, better maintained facilities; more pleasant learning and teaching environments; textbooks and other instructional materials available to all students; and happier students and teachers. The supporters note that all of these things are components of the structure that must exist before effective teaching and learning can take place. In addition, the most recent test scores indicate some rise in student achievement.

♦ ♦ ♦

In **Dade County**, a five-year agreement between the board of education and a private company to manage an elementary school and raise over two million dollars in funds and

equipment has been completed. The school has served as a model for privately managed public education facilities, and as a pilot for spending more to increase student achievement. Based on a summative evaluation, the school board has determined that continuation costs would not be justified by the expected academic gains and, therefore, they have decided not to renew the contract.

Whatever the outcome of the private sector contracts in these three well-known school districts, the debate continues in other districts. From Naknek, Alaska, to Watkinsville, Georgia, school boards are discussing educational options that are in the best interests of student achievement. Private sector contracting of school programs and/or services is depicted by supporters as a means for increasing the school district's abilities to meet the educational needs of students.

It is important to keep in mind that private company management of individual schools and/or entire school districts is only one piece of the privatization pie. The term "privatization" has been used to refer to a wide variety of reform initiatives from vouchers to the business-education partnerships of the 1980s to charter schools.

For purposes of this publication, we have given the term "privatization" a more specific meaning — the voluntary use of private contractors by school boards to provide certain services for the public schools. The services may range from bus transportation to foreign language classes to school district management. What they have in common is a contractual agreement between the local school district and a private service provider to accomplish a specific school function.

Though often presented as an innovative idea, school districts have long been in the business of contracting for products and services from the private sector. Districts across the country report that public school-private business relationships have existed for decades. A close look around your school district may well uncover some product or service that already has been "contracted out."

Services that are not associated with the primary mission of public schools, often called support services, have traditionally been the chief candidates for privatization. School board members and superintendents report that they frequently seek help from the private sector for services like student transportation, food services, and facilities maintenance. Cost savings, insufficient school personnel, lack of expertise, and ease of management are just a few of the reasons cited for contracting out programs and services.

Nogales, Arizona school board member Anita Lechter recognizes the value of contracting for support services, but believes instructional programs should continue to be delivered by the public schools. "We have only privatized management services and would not even think about privatizing instruction," she says.

In order to best serve students, many education professionals believe that it is important to keep instructional programming firmly in the hands of educators and education policy makers. Robert Stalick, superintendent for the **Albany, Oregon School District**, adds this advice: "Concentrate on your mission, which is to prepare and educate students, and, if possible, contract everything else."

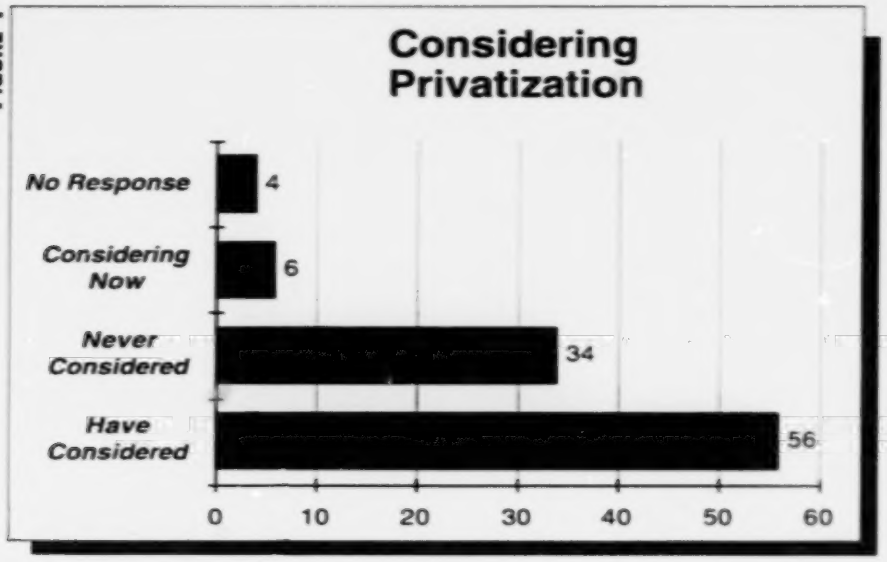
Nonetheless, the debate over utilizing private sector services has expanded into the instructional area. Private education contractors claim that they can provide instructional services in special areas, such as science, foreign languages, and special education, more efficiently, at lower costs, and with better educational outcomes than the professional public education sector. And so, this age-old debate of private versus public enters a new arena in the public schools with the private sector as deliverer of that most precious of public goods — universal education.

WHAT SERVICES DO DISTRICTS PRIVATIZE?

School districts were asked to identify areas in which they had considered/are currently considering contracting for public school services. Responses show that 62 percent of responding school districts have considered privatizing their overall district operations or specific areas of administration or instruction. (See Figure 1, page 3)

When asked to identify areas of management or instruction in which they have used private contractors, school district responses tend to cluster in support areas, such as facilities management, food service, transportation, and bus/vehicle maintenance. (See Figure 2, page 3) Instructional programming represents a very small part of the privatization

FIGURE 1



market for these districts, peaking at 14 percent for special education programs, the only area of instructional programming to receive double digit percentages.

Nearly half (42 percent) of those who have contracted services report contracting for at least two years, and many districts report decades of experience with private firms, most of it in the services management area. Over half (54 percent) of the suburban districts have been engaged in the process for over two years.

As shown in Figure 3 (page 4), urban, suburban, and rural school districts all show similar patterns of privatization. While the responding urban school districts are more likely than suburban or rural districts to use private firms for instruction of students at-risk and special education programs, all categories of districts appear reluctant to look for outside help in instructional services.

Why the hesitancy? There are various explanations, including inherent reluctance to entrust the public schools' primary mission to private firms. Also, respondents' comments indicate that school district personnel across the urban-suburban-rural spectrum have experienced some difficulties in using private companies.

"Proceed cautiously when giving up control," advises Superintendent T.R. Ellis of the **Lawrenceburg, Indiana School District**. "An outside agency may only be interested in the bottom line." For many, such motivation is clearly at odds with the focus of instructional programming. Board member Mark Smith from **Marion, Iowa**, concurs with that assessment: "It is certainly worth the time and effort to explore privatization. It may prove to be worthwhile on occasion, but the private sector presents problems of its own."

As businesses increasingly seek to interest school districts in contracting for their services, and as the offers they make become more attractive, **Clover Park School Board** President John Davis in **Tacoma, Washington**, brings perspective to the debate. Talking about when to bring the services of a private firm onto the school campus, Mr. Davis suggests that districts "...make sure there is a problem to be solved. Don't privatize just because it sounds good."

FIGURE 2

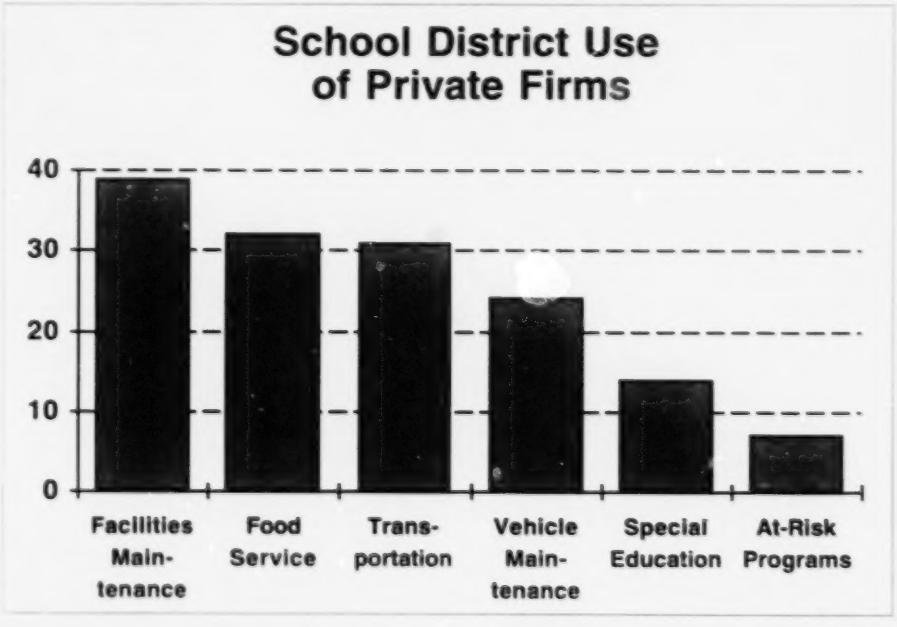
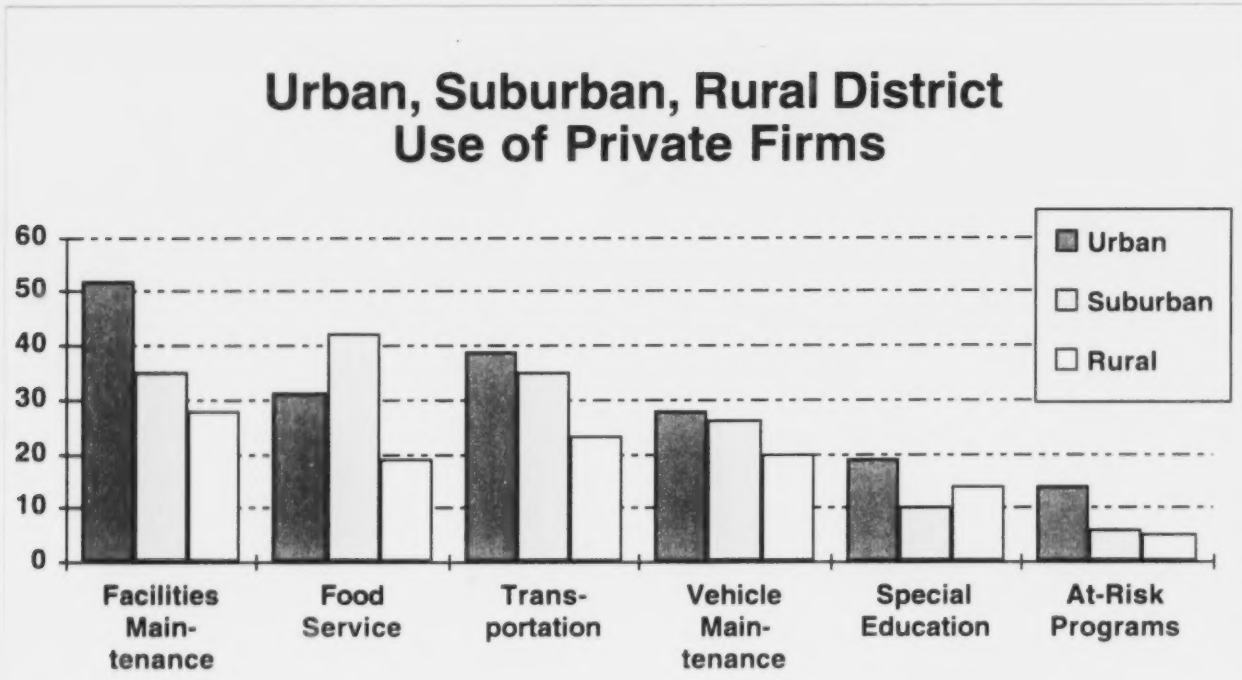


FIGURE 3



WHY DO DISTRICTS CHOOSE TO CONTRACT OUT SERVICES?

Given the fact that America's public elementary and secondary schools represent a $260 billion a year market, it is easy to understand why private companies are interested in doing business with public schools. But what are schools shopping for in the private sector?

Figure 4 (page 5) shows respondents' answers to why school districts consider contracting for services from private companies. At a 45 percent response rate, cost reductions receive half again as many responses as do the next two reasons cited (improving management efficiency, such as redefining job descriptions, at 29 percent, and improving/maintaining school facilities at 28 percent). Achieving either academic or non-academic improvements (e.g., reduced drop-out rates, improved student and staff morale, and lower incidents of violence) is given as a reason for private sector contracting by only four percent of respondents (which helps explain why only a relatively few respondents do contract out academic services).

In all categories of responding districts — urban, suburban, and rural — cost reductions are the number one expectation of school districts employing a private firm. Across all area categories, respondents indicate that improved management efficiency and facilities improvement are distant seconds. Just as in the combined category, only very small percentages of respondents from urban (eight percent), suburban (five percent), or rural (two percent) school districts look to private companies to improve academic achievement.

With their focus on cost savings, many school districts express admiration for the management and cost containment abilities of private firms. Much of the research and the anecdotal evidence points to the private sector's ability to realize economies of scale and technological advantages. Survey respondents tend to agree with this contention. "In the area of food service, a national company has purchasing power that one district doesn't," says Mr. Heidenreich, director of finance for the **Danbury, Connecticut Public Schools**. Additionally, many private companies have lower labor costs. When salaries and benefits are paid to public employees, especially classified service employees, the cost is frequently greater than what is paid in the private sector.

Nonetheless, several school districts have found that while costs initially declined, they later began to

escalate. Dr. Audrey Joyce, supervisor of the research department at the **Pasco School District** in **Land O' Lakes, Florida**, says, "After two to three years of operation, it is clear that it is less expensive to do the work in-house. Because of capital costs, it looks cheaper at the beginning [to contract out], but when contracts are renegotiated, costs increase."

Citing lack of real cost savings, school board president Elda Vasquez of the **Weslaco, Texas Independent School District** reports similar reasons for cancelling private contracts and returning to in-house management: "All three areas (facilities maintenance, transportation and food service), which were contracted out, were not renewed. Our district experienced low, very low, staff morale, and no real savings on programs."

Several other responding districts, however, report that substantial cost reductions have been achieved through utilizing private contractors. The **Ferndale, Washington School District #502** relates that the food service program that had cost the district $50,000 a year now breaks even under private management; the **Olathe, Kansas Unified School District** has achieved a $1,000,000 savings in energy costs over the last three years with the help of an energy management company; and the **Bremerton, Washington School District** is realizing savings of a half-million dollars annually using a private facilities maintenance firm. "We have had very successful experiences because we were clear about what we wanted done, why we wanted it done, and how we would know that we had completed what we set out to do," says Bremerton superintendent DeWayne Boyd.

But lower costs do not always mean better service — performance is key. Just as financial constraints can have detrimental effects on publicly run programs, lower costs can result in lower levels of service delivery from the private sector. In district after district, survey respondents caution colleagues to be aware of the downside of privatization. John McInnis, a trustee for the **Arlington, Texas Independent School** District recounts a negative cost-cutting experiment. "We had a trial privatization of school building custodial and housekeeping services go to the low bidder, who just barely beat the in-house bid," says McInnis. "The firm totally low-balled the bid and we ended up firing them."

Even districts that have had positive experiences give sobering advice. According to **Spring Hill, Kansas Unified School District** superintendent Bart Goering, "The right contractor will make the district look good, the wrong one will be more of a problem than doing it yourself."

FIGURE 4

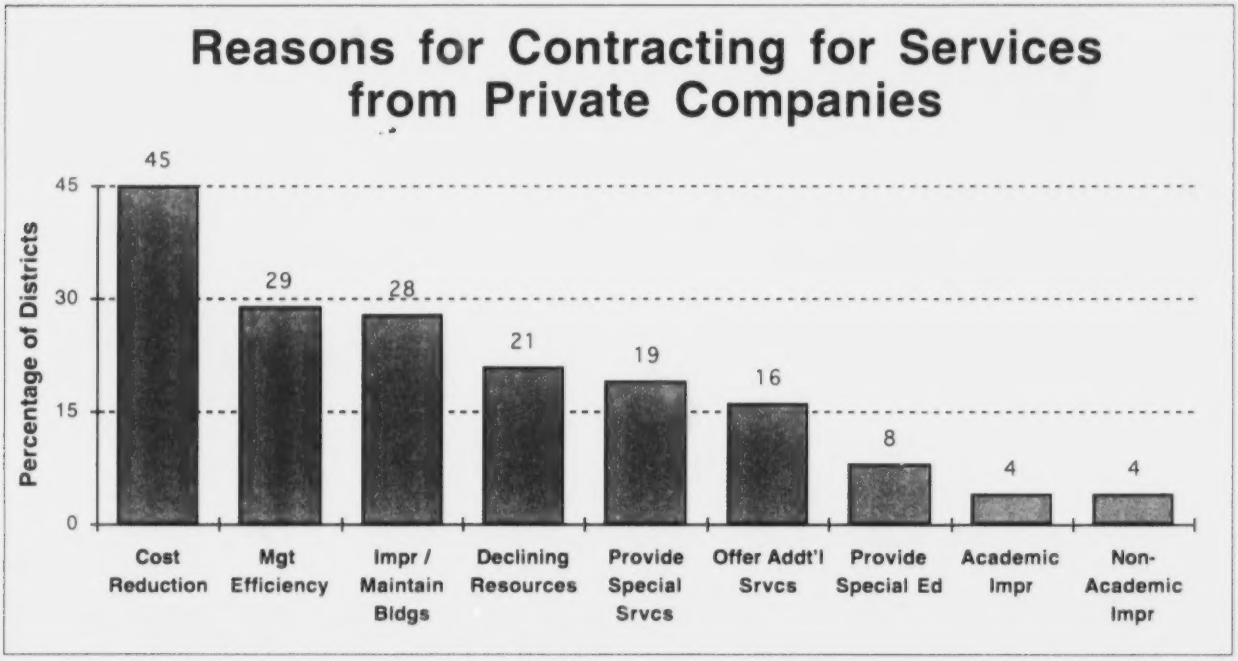
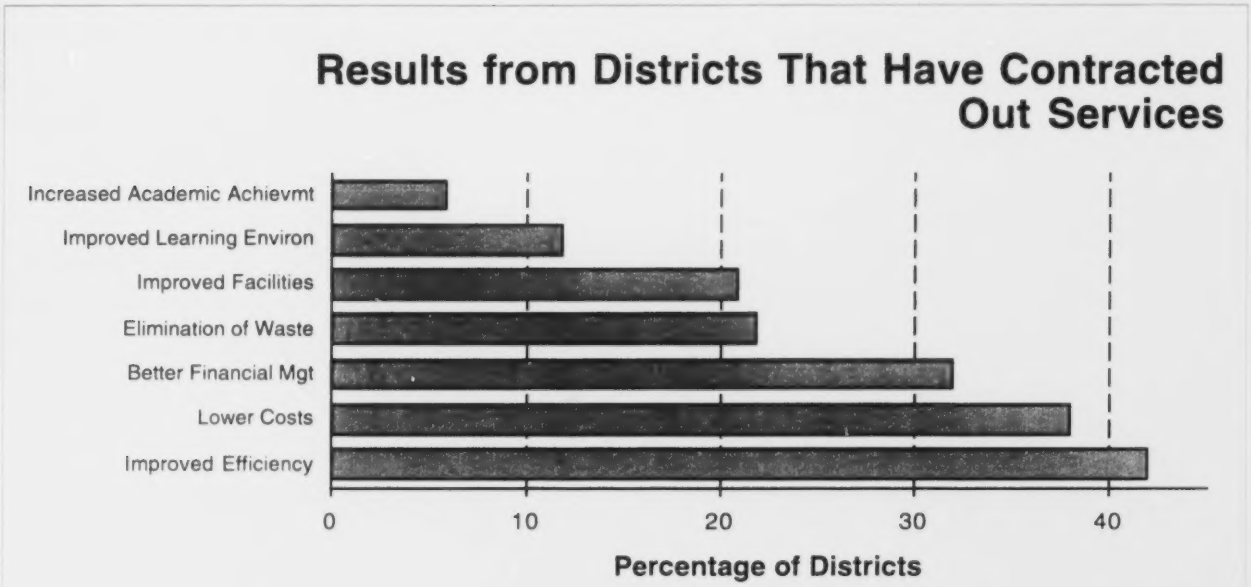


FIGURE 5



WHAT WORKS?

Survey respondents were asked to identify the results of their private sector efforts. Figure 5 illustrates the top responses. Improved efficiency, lower costs, better financial management, elimination of waste, and improved physical facilities are the most commonly cited positive results from privatization. As expected, managerial rather than instructional improvements are the most frequent outcomes.

Even so, there is significant disappointment: Of the 45 percent of respondents who report cost savings as a reason for considering privatization, only one-third indicate some cost savings actually realized. Suburban and rural districts report between $10,000 and $49,999 as their most frequent level of cost savings. Urban districts that report lower costs most frequently cite savings of $1 million and over. Figure 6 (page 7) shows the top areas in which savings have been realized by all districts, and for each type of district (urban, suburban, and rural).

In districts that report good results from private sector contractors, several common themes emerge: Good research, thorough investigation of potential contractors, clear definitions of goals, and well-defined contractual agreements are the essentials of success. The overwhelming message from all respondents is the significance of choosing a private firm carefully. "Do a thorough examination of the program being offered," suggests George Schneck, director of administrative services for the **Caroline County Board of Education** in **Denton, Maryland**. "Visit other similar sites and ask the appropriate tough questions."

Experienced school districts offer advice that reflects the suggestions in the publication prepared by the National School Boards Association in conjunction with the American Association of School Administrators, *Guidelines for Contracting with Private Providers for Educational Services.* This booklet is filled with important questions and practical answers about working with the private sector to supply educational programs and services. An example of the counsel from both experienced districts and the "Guidelines" concerns the written contract: After the firm is chosen, districts need to be very specific about the services that are to be performed, and contracts must be carefully worded to reflect expectations. Business manager Ed Hoster, whose **Hinsdale, Illinois School District** currently contracts for facilities maintenance, food services, and transportation tells colleagues: "Be specific in all contracts — in writing. Performance, not the low bid, is key. Defining goals is essential to accomplishing change."

Hartford, Connecticut board member Ted Carrol echoes Mr. Hoster's message. "Be very clear about expectations regarding roles and responsibilities. Take the needed time to build relationships and

FIGURE 6

SCHOOL DISTRICTS REPORT COST SAVINGS FROM CONTRACTING WITH THE PRIVATE SECTOR

The Top Ten

for all districts:

1. facilities maintenance
2. food services
3. student transportation
4. bus/vehicle maintenance
5. professional development
6. school security
7. technology for administration
8. special education programs
9. administrative reorganization
10. business-education partnerships

for urban districts:

1. facilities maintenance
2. student transportation
3. bus/vehicle maintenance
4. food services
5. professional development
6. school security
7. public relations
8. day care
9. administrative reorganization
10. business-education partnerships

for suburban districts:

1. food services
2. facilities maintenance
3. student transportation
4. bus/vehicle maintenance
5. school security
6. technology for administration
7. professional development
8. day care
9. administrative reorganization
10. business-education partnerships

for rural districts:

1. student transportation
2. food services
3. bus/vehicle maintenance
4. facilities maintenance
5. professional development
6. technology for administration
7. personnel policies/mgmt.
8. day care
9. administrative reorganization
10. business-education partnerships

communication. Trust between the private provider and public sector employees with whom the private group will work to deliver service is vital."

Finally, respondents and the *Guidelines* advise school districts to pay careful attention to monitoring ongoing activities and evaluating services. Like in-house services, contracted services need to be constantly monitored for performance," says Art Blea, superintendent for the **Pojoaque Valley Schools** in **Santa Fe, New Mexico**. "They are not a cure-all, but do appear to save money that can be directed to instruction."

Arlington, Texas school trustee John McInnis warns others not to rely on vendors to prove the benefits of their services, noting that constant oversight and program/service assessment are easy to overlook, but extremely important. Board President Izola Collins of the **Galveston Independent School District** adds: "Be sure you have built in evaluations to be conducted at regular intervals by neutral persons with the necessary expertise."

WHAT DOES NOT WORK?

Survey respondents were asked to describe contracted services that were not successful, and to analyze the causes of failure. Reluctance on the part of school district employees to work with private firms, poor performance by private contractors, and poor communications between the contractor and the district are among the top reasons cited by respondents for bad experience. Figure 7 (page 8) lists the top reasons for failure of privatization efforts, as indicated by responding school districts.

For many respondents, this has been their first foray into private contracting, and inexperience has resulted in problems in communication and unrealistic expectations. Board member Susan Burgess from the **Charlotte-Mecklenburg, North Carolina School District** describes a problem that arose from simply not having had experience with public-private agreements: "Our district contracted out program management of a $192 million bond. We experienced a rocky start because no accountability had been built into the contract. Our mistake, but we will learn from it." She suggests that districts "...be very careful with contracts. Protect yourself with built-in accountability or penalties for failure to perform."

The **Pinckney, Michigan Community Schools** also has experienced contract difficulty. "Contracts were written which were not all inclusive, so both sides had different impressions as to the scope of services. Mistrust due to not sharing information equally developed," says Superintendent Robert Roy.

Many respondents express problems with high employee turnover rates in private firms. The **Harvey, Illinois Public School District #152** discusses the problem of having non-school staff professionals responsible for student services. "For example, psychologists and counselors are often temporary [under contract agreements], and there is little ongoing interaction with principals, teachers, parents, and students," reports Assistant Superintendent Betty Owens. "These same people may or may not be back next year to continue their relationships with the clients." Other respondents agree with Superintendent Owens' assessment that counseling services should be kept in-house to limit program disruption.

WHO SHOULD BE INVOLVED?

Even though contracting for services presents new problems for respondents, the majority see these difficulties as manageable, and encourage their colleagues to explore the private sector option. Several school districts report that the real danger lies in not involving those employees and others in the school community who will be affected by the implementation of private sector services. "Get all the stake holders into the process," counsels Paul Ogden, curriculum director from the **Weber School District** in **Utah.**"

FIGURE 7

When Privatization Did Not Work: The Reasons Why

for all districts:

1. resistance from school district employees
2. poor quality of service
3. lack of clarity in contract
4. deficiencies in communication between contractor and district
5. inadequate cost/benefit comparisons

for urban districts:

1. resistance from school district employees
2. poor quality of service
3. deficiencies in communication between contractor and district
4. inadequate cost/benefit comparisons
5. state laws that limit contracting ability

for suburban districts:

1. resistance from school district employees
2. poor quality of service
3. lack of clarity in contract
4. loss of district control of service/program
5. too costly

for rural districts:

1. resistance from school district employees
2. lack of clarity of contract
3. inadequate monitoring of service
4. deficiencies in communication between contractor and district
5. inadequate cost/benefit comparisons

When asked which school community representatives participate in school board discussions about contracted services, respondents say that non-instructional staff — bus drivers, custodians, cafeteria workers, grounds keepers — are the group most frequently included in the process, and they are undoubtedly the most directly affected group. "Employee concerns and uncertainties are our biggest hurdles," says Judy

Larson, a school board member from the **Granite School District** in **Salt Lake City, Utah**. She suggests that districts include employees in all phases of the discussion and implementation process.

Business people are also an important resource for opinion and advice for many surveyed districts. Twenty-eight percent of the respondents report having business people participate through discussion, advice, and/or comments to the school board on privatization issues. Expertise and prior experiences with contracting may allow business representatives to be particularly helpful to school boards.

Because privatization often results in changes in employment status, wages, and benefits, many respondents caution other school districts to beware of alienating employees in the process. They suggest that efforts be made to help current employees buy into the proposed changes. Dr. Forrest White, budget director for the **Norfolk, Virginia School District** suggests that districts attempt to preserve the job security of school district employees by focusing on programs that manage, train, and equip school employees more effectively and efficiently.

WHAT IS THE ROLE OF FEDERAL AND STATE GOVERNMENT IN PRIVATIZATION?

Respondents were asked to give their opinions as to the role of both the federal and state governments in helping school districts develop public-private partnerships through privatization. A large number of participants see no role other than funding for either level of government. These respondents cite past negative experiences with government programs, focusing on burdensome regulatory procedures and reporting requirements, as well as insufficient funding to carry out tasks. Those who do see a role for the federal government talk of tax incentives to private businesses to contract with public schools, or granting the same tax status to private contractors as in-house providers of services.

Regarding state government, more respondents recognize a role in aiding local districts. Funding demonstration projects, sharing success stories, and providing technical assistance all are mentioned by survey respondents as possible functions for state departments of education. Assistant Superintendent Ed Sarver of the **Pine Richland School District** in **Gibsonia, Pennsylvania**, suggests that states provide trained consultants to assist in the research and decision making process involved in contracting for private sector services — someone who knows the business and can assist in the analysis of claims and proposals.

Many board members and superintendents cite laws and regulations that make privatization more difficult, including wage rules, mandatory bargaining laws, and bidding procedures. Laws requiring districts to accept low bid proposals cause particular difficulty for some districts. These districts would like to see state rules changed to allow for the use of a rating system that includes performance as a deciding factor in awarding contracts.

Also, many respondents believe that the inclusion of incentive clauses in contracts would be effective. Changes in state laws regarding restrictive bidding procedures are regarded as vital by respondents. Figure 8 (page 10) looks at the ways in which state and federal governments could help school districts determine the appropriateness of contracting out and achieve the greatest effectiveness from agreements with private firms.

ADVOCATING FOR SUPPORT FROM STATE AND FEDERAL POLICYMAKERS

Before school boards can determine whether privately contracted services would work for them, they often have to overcome the barriers of burdensome regulations and laws that hinder any public-private venture. School board members need to make sure that their legislators understand how well-intentioned regulations can work against innovation and improvement in the public schools. Following are some points for discussion with state and federal policy makers concerning legislation in the area of contracting out services.

- School systems' attempts to expand their capabilities should not be inhibited by low bid or other financial rules that are often short-sighted. Cheapest is not always best, particularly in education, and especially when the savings are short-lived and the long-term costs higher. School boards and superintendents need flexibility in laws and

FIGURE 8

WHAT CAN GOVERNMENT DO?

SCHOOL DISTRICTS SUGGEST GOVERNMENT ACTIONS TO SUPPORT PRIVATIZATION

At the State Level:

1. Reduce regulations and barriers to privatization.
2. Provide tax incentives to business to encourage cost-effective services for public schools.
3. Provide technical assistance to help school districts understand the contract formation and evaluation processes in specific fields.
4. Change bidding requirements to allow greater flexibility and choice at the local district level.
5. Offer grants, financial assistance, and/or short-term loans to support school districts with innovative programs, and to defray any start-up costs of privatization.
6. Determine whether school districts really need private sector services—rather than start-up capital. If school districts really need capital, provide or facilitate other financial arrangements—including private sector partnerships—that would provide a better use of taxpayer dollars.

At the Federal Level:

1. Reduce regulations and barriers to privatization.
2. Provide tax incentives to business to encourage cost-effective services for public schools.
3. Offer grants, financial assistance, and/or short-term loans to support school districts with innovative programs.
4. Recognize successful programs.
5. Provide consumer information and disclosure requirements based on the experiences of other school districts.
6. Ensure that vendors in certain high cost areas provide adequate financial and performance records to ensure that contract terms can be fulfilled.

regulations that allow them to consider the specifics of their situations and to exercise their best judgments in contracting out services.

- Legislative and administrative directives should not unreasonably hinder contracting parties in the areas of cost management or performance. Often, regulations place undue bureaucratic burdens in the way of achieving mutually productive agreements. The effect is increased dollar and administrative costs, and decreased performance.
- Contract law is determined at the state level. Given 50 sets of laws dealing with contracting, federal regulations must be very general in nature and designed to address common issues.
- State and federal policymakers need to understand why school districts contract for private sector services in the first place. In those instances in which school districts seek to contract out services in order to obtain an infusion of capital, it might be more effective to appropriate adequate resources directly to the schools.

CONCLUSIONS

Privatization, the voluntary use of private contractors by school boards to provide certain services for the public schools, is an important option for serving the best interests of public school students.

The NSBA survey of National Affiliate school districts, the Federal Relations Network, and the Council of Urban Boards of Education, conducted in the late Spring of 1995, provides a clear illustration of what is happening and/or being considered in the area of privatization in the public schools. The 354 respondents make these major points about using the private sector:

- Sixty-two (62) percent of responding school districts have considered privatizing overall district operations, or special areas of school management or instruction (see Figure 1).
- School management services are more likely to be contracted out to private firms than instructional programs. Facility maintenance, food service, and student transportation are the services most often privatized. Urban,

suburban, and rural school districts show similar patterns of private sector involvement (see Figures 2 and 3).

- Instructional programs represent a small percentage of the privatization market, topping out at 14 percent of the respondents for special education programs (the only instructional area to receive double digit percentages from all respondents). Respondents report that technology programs are privatized by eight (8) percent of the school districts, and at-risk programs by seven (7) percent (see Figure 3).

- The figures for instructional programs change notably within urban, suburban, and rural categories:

  - Special education programs are contracted out by 19 percent of responding urban school districts, 14 percent of rural districts, and 10 percent of suburban districts.

  - Fourteen (14) percent of responding urban districts have privatized at-risk programs, as compared with six (6) percent of suburban districts, and five (5) percent of rural districts.

  - Technology for instruction is privatized more by suburban and rural districts, nine (9) percent for each category of these respondents, and in six (6) percent of responding urban districts.

- School districts decide to contract with private firms for services in order to achieve cost savings. Forty-five (45) percent of all respondents cite savings as the number one reason for privatization of services. Improving management efficiency and improving or maintaining school facilities rank at 29 percent and 28 percent, respectively (see Figure 4). The figures remain consistent across urban, suburban, and rural categories.

- School districts remain reluctant to privatize instructional programs for fear that the rigors of the marketplace may result in unproductive cost-cutting measures, such as increased class size, program elimination, or staff reductions. Only four (4) percent of all respondents list achieving academic improvements as a reason for choosing the privatization option. That small response percentage is reflected in each category of school districts: Eight (8) percent of urban districts, five (5) percent of suburban districts, and two (2) percent of rural districts look to private companies to improve academic achievement.

- The most commonly cited positive results from privatization are better financial management, improved efficiency, elimination of waste, and improved physical facilities (see Figure 5).

- While cost savings is the primary reason given by 45 percent of the survey respondents for privatizing school services, only one-third of that group indicate that some savings has actually been realized. Respondents advise colleagues to weigh anticipated savings against other factors, such as service efficiency and the effects on school personnel (see Figure 6).

- School districts that have had negative experiences with contracting out services shared their reasons why it did not work for them. Reluctance of school district employees, poor contractor performance, and poor communications are among the most frequent causes cited for bad experiences (see Figure 7).

- Responding school districts suggest different roles with regard to state and federal governments. Respondents say they would welcome assistance from the state level in reducing legal impediments to public-private agreements, providing tax incentives to business and offering technical assistance in the contracting process.

- Survey respondents were less likely to suggest a supporting role for the federal government. Those who have done so recommend that Washington could reduce regulations, provide financial assistance (through tax incentives to business and grants to schools) and recognize successful local initiatives (see Figure 8).

School board members and superintendents responding to NSBA's survey view contracting for private sector services as one option in many that they

must investigate to ensure that their students get the best possible educational opportunities. That opinion is reinforced in *Guidelines for Contracting with Private Providers for Educational Services,* prepared by NSBA in conjunction with AASA for school board members and superintendents who are considering contracting out educational programs and services. While neither encouraging nor discouraging use of private sector services by school districts, *Guidelines* offers information about contracting and reviews critical questions that must be asked by school boards considering alternative approaches to improving their schools.

Perhaps the thoughts of Frank Davis, chief financial officer for the **Jefferson Parish Public Schools** in **Marrero, Louisiana**, best expresses the majority of school board members' and superintendents' positions on contracting out services:

> "Think through the process and when you believe you have all the answers, think through the process again."

SCHOOL DISTRICT VIGNETTES

For many years, the local Parents-Teachers Association at the Romona School in the **Wilmette, Illinois School District** has sponsored a before-school K-5 foreign language instruction program. The program has been popular, but the cyclical nature of PTA leadership had caused some problems with continuity of program management, that is, until Joan O'Malley, the principal at Romona, presented a solution: contracting out. Ms. O'Malley has negotiated a contract with a local community college foreign language department to manage the before-school program, including registration, fees, and staff payroll and benefits. This partnership has helped the PTA to provide lessons in French, Spanish and German to some 225 elementary school students. "Our association with the college brings stability and continuity of teaching, making an outstanding program even better," says Principal O'Malley.

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The **Lynchburg, Virginia City Schools** contracted with a private firm to provide security services for the district's 18 school buildings. Assistant Superintendent for Operations Barry Campbell says the system, which includes a series of listening devices in each school, is more cost effective than traditional motion detectors or security guards. "Pick-up" noises from the devices are routed through a database and can be patched through phone lines to the police, fire department, or even the homes of school administrators. "We were experiencing $20,000 to $30,000 a year losses due to vandalism. We have totally cut that out," Mr. Campbell reports. "With the high-cost teaching technology now in our schools, we need to protect our investments in computers and other hardware. Now, every time we have a break-in, we catch some people. Word of that gets around. We also caught some fires and flooding earlier with this system, limiting the damage to our buildings." The district negotiated payment for the systems hardware over three years, at a cost of $50,000 a year, and now they own it. Renewal of the contract for monitoring services is on an annual basis.

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Assistant Superintendent for Academic Services, Dr. Paul Koehler describes **Peoria, Arizona Unified School District**'s experience with a privately-operated alternative-setting school simply: "It's a way to save kids." Five years ago, the district began contracting out all academic services for high school students who "were not fitting into the traditional school setting and were likely to drop out," says Dr. Koehler. "The company gave us a no-cost opportunity to keep these kids in the education system." The private company has agreed to provide needed services at a cost per pupil that would not exceed state aid, approximately $3,500 per student. The alternative school is accredited by the North Central Association and, Dr. Koehler says, it works. "We know it's working because the students and parents tell us it is. Our spaces in the program are full."

SECTION II

Program Descriptions

This section includes brief descriptions of the ways in which school boards are using or have used privatization to augment the management services and instructional programs of their districts. The summaries are organized into 30 categories.

Under Management Services:
Administrative reorganization
After-school programs
Business-school partnerships
Charter schools
Day care
Facilities maintenance
Financial management
Food services
Health services
Personnel policies/management
Professional development
Public relations
Purchasing
School security
Technology for administration
Transportation and bus/vehicle maintenance
Other

Under Instructional Programs:
At-risk programs
Charter schools
Curriculum design
Driver education
ESL/bilingual education
Foreign language classes
Remedial education
Science instruction
Special education
Teacher aides
Technology for instruction
Vocational education
Other

Within each category, school districts are listed alphabetically by state. In addition to the program and service description, contact names and phone numbers are included if they were provided by the school districts.

Also, those school boards who are currently considering privatization, and those boards who told NSBA that they are not considering working with private contractors are included in this section. For school district addresses, sizes, and classification (urban, suburban, or rural), see Section III.

MANAGEMENT SERVICES

Administrative Reorganization

Coping with reduced school budgets, school districts have initiated a variety of approaches for consolidating responsibilities and reassigning administrative duties. Many of these school districts have been able to save money and time, and reassign personnel to the educational mission through privatization of administrative functions.

A consultant was hired by this school district to study all the district office operations, compare the district to other like districts, and make recommendations for reorganization.

Huntington Beach Union HSD, California
Contact: David Hagon
(714) 964-3339

A private firm reviewed district procedures, and recommended ways to staff the district more efficiently.

Wilton Public Schools, Connecticut
Contact: David Clune
(203) 762-3381

A private contractor has provided the district with analysis of its strengths and weaknesses, and identified key needed improvements in central support services.

Toledo Public Schools, Ohio
Contact: Steve Pereos
(419) 729-8414

> *Be realistic in your expectations. Be sure privatization is able to provide a level of service or expectation that your district normally would not have.*
>
> — from the NSBA survey

A private consultant is developing a report and recommendations for the Board of Education regarding administrative and organizational efficiency. Anticipated savings: at least $75,000 annually.

Valley Stream Central HSD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Other school districts that have sought the support and expertise of private contractors in restructuring their administrative functions include the following:

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Orange County Department of Education, California
Contact: Nina Young
(714) 966-4050

Boulder Valley, Colorado
Contact: Jim Williams
(303) 447-5111

Hartford Board of Education, Connecticut
Contact: Ted Carroll
(203) 722-8510

School Board of Lee County SD, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Wamego USD 320, Kansas
Contact: B.J. Eichem
(913) 456-7642

Baltimore City Public Schools, Maryland
Contact: Juanita Lewis
(410) 396-8709

Saginaw Public Schools, Michigan
Contact: Richard Powell
(517) 759-2250

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

Storey County SD, Nevada
Contact: Ed Murkovich
(702) 847- 0983

Trenton Public Schools, New Jersey
Contact: Herbert Chubin
(609) 989-2778

Alamogordo SD, New Mexico
Contact: Stan Rounds
(505) 439-3270

Williamsville SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Birdville ISD, Texas
Contact: Jay Thompson
(817) 831-5700

New Braunfels ISD, Texas
Contact: Dick Robinett
(210) 625-5745

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

After-School Programs

Part of the expanded support services that many modern school districts provide to their students and families are "latch-key" or after-school programs.

This district provides after-school "latch-key" care, providing a safe and secure environment for children until 6:30 p.m.

Matteson Elementary SD #159, Illinois
Contact: Tom Mullins
(708) 720-1300

Many districts contract with the YMCA for school-based after-school care. In this one district, YMCA day care is available in seven sites. The YMCA pays "nominal utilities and custodial fees to the schools."

Grand Forks SD, North Dakota
Contact: Larry Hoiberg
(701) 746-2200

This district provides both before- and after-school care at elementary school buildings.

Central Dauphin SD, Pennsylvania
Contact: John Herigan
(717) 545-4703

Other school districts which have contracted with organizations such as the YMCA to provide after-school care are:

Cheshire Public Schools, Connecticut
Contact: Dr. Ralph Wallace
(203) 250-2400

Wilton Public Schools, Connecticut
Contact: David Clune
(203) 762-3381

Capital SD, Delaware
Contact: Ron Bogia
(302) 622-1635

Hillsborough County SD, Florida
Contact: Superintendent
(813) 292-4053

Orange County Public Schools, Florida
Contact: Peggy Kinder
(407) 849-3254

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Arlington Heights Community Consolidated SD #59, Illinois
Contact: Robert Howard
(708) 593-4310

Coal City CSD #1, Illinois
Contact: Gary Snyder
(815) 634-2287

Wilmette Public SD #39, Illinois
Contact: Christine Daly
(708) 256-2450

School City of Whiting, Indiana
Contact: Mrs. Susan Rzeszut
(219) 845-1507

Osborne USD #392, Kansas
Contact: Dr. Duane Much
(913) 346-2145

Royal Valley USD #337, Kansas
Contact: Alan Hageman
(913) 986-6286

Shawnee Heights USD #450, Kansas
Contact: Dr. Stephen McClure
(913) 379-0584

Wamego USD #320, Kansas
Contact: B.J. Eichem
(913) 456-7642

Royal Oak SD, Michigan
Contact: Dave Dursum
(810) 435-8300

Waverly Community Schools, Michigan
Contact: Peggy Starr
(517) 321-7265

Springfield Public Schools, Missouri
Contact: Conley Weiss
(417) 864-3841

White Pine County SD, Nevada
Contact: (702) 289-4851

Clifton Public Schools, New Jersey
Contact: William Liess
(201) 470-2260

Lindenwold Boro SD, New Jersey
Contact: Jackie Gettes
(609) 768-8190

Ridgefield Park Board of Educ., New Jersey
Contact: Dr. David Rightmyer
(201) 807-2638

Trenton Public Schools, New Jersey
Contact: Dr. Hiroko Miyakawa
(609) 989-2707

Albuquerque Public Schools, New Mexico
Contact: Joe Vigil
(505) 256-4214

Pittsford Central SD, New York
Contact: Everett Larribee
(716) 381-9940

Carteret County Schools, North Carolina
Contact: Jane Alexander
(919) 728-4583

Cumberland County Schools, North Carolina
Contact: Sara Piland
(910) 678-2303

Perquimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Lawton Public Schools, Oklahoma
Contact: Howard Johnson
(405) 355-7727

Lincoln County School District, Oregon
Contact: Skip Liebertz
(503) 265-4401

Sherwood School District, Oregon
Contact: Janice Bahns
(503) 625-8124

Colonial SD, Pennsylvania
Contact: S.J. Durtan
(610) 834-1670

Pine-Richland SD, Pennsylvania
Contact: Ed Sarver
(412) 443-7276

Coventry Public Schools, Rhode Island
Contact: Raymond Spear
(401) 822-9400

Arlington ISD, Texas
Contact: John McInnis
(817) 460-4611

Birdville ISD, Texas
Contact: Jay Thompson
(817) 831-5700

Round Rock ISD, Texas
Contact: Mike Jolly
(512) 255-4431

Northampton County Public Schools, Virginia
Contact: Nancy Freeze
(804) 678-0453

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Janesville SD, Wisconsin
Contact: D. Midjinovich
(608) 758-6400

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Stevens Point Area Public Schools, Wisconsin
Contact: Richard Eisenhaur
(715) 345-5444

Business-School Partnerships

Business-school partnerships provide resources (people, finances, and equipment) to schools, and more knowledgeable and skilled employees to business.

Partnerships in this district have improved the content of science programs and the utilization of technology in the schools.

Lennox School District, California
Contact: Dan Jurenka
(310) 330-4950 x230

In this district, local businesses provide the schools with equipment, field trips to business sites, experience-through-training, and job opportunities as a result of training. The partnerships give students a realistic view of the corporate world, and put businesses in touch with their future workforce.

Orange County Board of Educ, California
Contact: Lorraine Dageforde
(714) 966-4344

This district has over 120 partnerships between schools and businesses.

San Diego City Schools, California
Contact: Janet Delaney/Ruben Carriedo
(619) 293-8047

Consider privatization as one of many options, each of which deserves evaluation prior to decision making.

— from the NSBA survey

Shared use of facilities, equipment, and the talents of business people enhance the learning/teaching environment for both students and teachers in this district.

North Kansas City SD #74, Missouri
Contact: Tammy Stone
(816) 468-0085

Readiness for the world of work has been called the fourth "R." Other districts that have established partnerships with business to prepare students for the workplace are:

Chatham SD, Alaska
Contact: Gordon Castanza
(907) 788-3302

El Paso County SD #8, Colorado
Contact: Cheryl Walker
(719) 382-5631

Capital SD, Delaware
Contact: Joseph Crossen
(302) 672-1555

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Argo Community HSD, Illinois
Contact: Bob Koch
(708) 728-3200

Porter Township School Corporation, Indiana
Contact: L. Webden
(219) 477-4933

School City of Whiting, Indiana
Contact: Dr. Reg Manwaring
(219) 659-0656

Jefferson County Public Schools, Kentucky
Contact: Stephen Daeschner
(502) 485-3251

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Baltimore City Public Schools, Maryland
Contact: Juanita Lewis
(410) 396-8709

Queen Anne's County Board of Educ., Maryland
Contact: Bernard Sadusky
(410) 758-2403

Lakeshore Public Schools, Michigan
Contact: Linda Holt
(616) 428-1400

Waverly Community Schools, Michigan
Contact: Peggy Starr
(517) 321-7265

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

Wentzville SD R-IV, Missouri
Contact: Richard Place
(314) 327-3800

Lincoln Public Schools, Nebraska
Contact: Cliff Dale
(402) 436-1635

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

Alamogordo Public Schools, New Mexico
Contact: Stan Rounds
(505) 439-3270

Canandaigua City SD, New York
Contact: (716) 396-3710

Valley Stream Central HSD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Nash-Rocky Mount Schools, North Carolina
Contact: (919) 459-5220

Perguimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

Grand Forks SD #1, North Dakota
Contact: Dr. Mark Sanford
(701) 746-2200

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Enid Public Schools, Oklahoma
Contact: Dr. G.K. Keithly
(405) 234-5270

Sherwood SD, Oregon
Contact: Janice Bahms
(503) 625-8124

Central Dauphin SD, Pennsylvania
Contact: Carolyn Dumaresq
(717) 545-4703 x202

Danville Area SD, Pennsylvania
Contact: Thomas Farr
(717) 275-7576

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7276

Shoreline SD, Washington
Contact: Bill Schnall
(206) 546-2421

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Charter Schools

Districts reporting charter schools in operation are:

San Diego City Schools, California
Contact: Ruben Carriedo
(619) 293-8047

Pueblo SD #70, Colorado
Contact: John Mikubes
(719) 542-0224

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Springfield Public Schools, Massachusetts
Contact: Teresa Regina
(413) 787-7183

Duluth Public Schools, Minnesota
Contact: Lucas Houx
(218)723-4102

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

White Pine County SD, Nevada
Contact: (702) 289-4851

Austin ISD, Texas
Contact: Dr. Kay Psencik
(512) 499-1706

Richmond Public Schools, Virginia
Contact: (804) 780-7700

Day Care

Day care for children of students has been contracted out to private day care centers, providing a needed service and achieving a monetary savings for the district.

Okeechobee County SD, Florida
Contact: Cathy Blair
(813) 763-7636

The district contracts out an after-school care program for children as a service to parents.

Coal City Community SD #1, Illinois
Contact: Gary Snyder
(815) 634-2287

This district provides before- and after-school child care and afternoon care for morning kindergarden students.

Zion Elementary SD #6, Illinois
Contact: Dallas Evens
(708) 746-1429

The district provides before- and after-school care for at-risk children.

Porter Township School Corporation, Indiana
Contact: Chuck Leer
(219) 464-7282

These districts provide after-school and day care for "latch key" children. The program is designed to provide security for the children and peace of mind for parents.

Andover USD #385, Kansas
Contact: Marilyn Herr
(316) 733-5066

Royal Oak SD, Michigan
Contact: Dave Dursum
(810) 435-8300

> *Give deep consideration to the value of private contractors, but don't sell out on quality for lower costs.*
>
> — from the NSBA survey

The district contracts for before- and after-school child care services.

Lindenwold Boro SD, New Jersey
Contact: Jackie Gettes
(609) 768-8190

School-age child care is provided at several elementary schools by a non-profit organization.

Lawton Public Schools, Oklahoma
Contact: Howard Johnson
(405) 355-7727

The district contracts for day care at parent education program sites.

Houston ISD, Texas
Contact: Ada Cooper
(713) 892-6027

The district has contracted with another agency, which uses school facilities and provides all child care.

Cedarburg SD, Wisconsin
Contact: Gary Compton
(414) 375-5208

Other districts that have found a cost savings by privatizing day care are:

Orange County Board of Educ, California
Contact: Nina Young
(714) 966-4050

Riverside USD, California
Contact: David Bail
(909) 788-7470

San Diego USD, California
Contact: Ruben Carriedo
(619) 293-8047

Wilton Public Schools, Connecticut
Contact: Elizabeth Quinn
(203) 762-3381

Capital SD, Delaware
Contact: Joseph Crossen
(302) 672-1555

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Wamego USD #320, Kansas
Contact: B.J. Eichem
(913) 456-7642

Queen Anne's County Board of Educ., Maryland
Contact: Joseph Ollock
(410) 758-2403

Randolph Public Schools, Massachusetts
Contact: Dr. Lyn Huttunen
(617) 961-6205

Somerville School Dept., Massachusetts
Contact: Tony Caliri
(617) 625-6600

Lakeshore Public Schools, Michigan
Contact: Linda Holt
(616) 428-1400

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

Ridgewood Board of Educ., New Jersey
Contact: Dr. Fred Stokley
(201) 670-2700

Albuquerque Public Schools, New Mexico
Contact: Joe Vigil
(505) 256-4214

Penfield Central Schools, New York
Contact: (716) 248-3220

Williamsville Central SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Grand Forks SD #1, North Dakota
Contact: Dr. Mark Sanford
(701) 746-2200

Cascade SD #5, Oregon
Contact: Loroll McBride
(503) 743-2137

Sherwood School District, Oregon
Contact: Janice Bahns
(503) 625-8124

Central Dauphin SD, Pennsylvania
Contact: Carolyn Dumaresq
(717) 545-4703 x202

Colonial SD, Pennsylvania
Contact: S.J. Durtan
(610) 834-1670

Pine-Richland SD, Pennsylvania
Contact: Ed Sarver
(412) 443-7276

Coventry Public Schools, Rhode Island
Contact: Raymond Spear
(401) 822-9400

Arlington ISD, Texas
Contact: John McInnis
(817) 460-4611

Birdwell ISD, Texas
Contact: Jay Thompson
(817) 831-5700

Kent SD, Washington
Contact: Jim Hager
(206) 813-7218

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Facilities Maintenance

Maintaining and improving school facilities requires a long-range facilities planning effort coordinated across the district. Many school districts have chosen privatization in order to obtain cost savings, efficiency, and expertise in facilities maintenance and custodial services.

This district uses private contractors for a variety of facilities services, including water treatment management. The contracts have increased the district's capability to provide services when the expertise for those services does not exist within the district itself.

Tucson USD, Arizona
Contact: Jim Kinion
(520) 617-7000

This district has gained cost savings and efficiency in facilities maintenance through contracts with private firms.

El Paso County SD #8, Colorado
Contact: Cheryl Walker
(719) 382-5631

The district considered facilities maintenance, but decided against contracting out because of community impact.

Mapleton Public Schools, Colorado
Contact: (303) 288-6681

This school district has considered custodial contracts, and has determined that it would be more cost-effective to do the work themselves.

Groton Public Schools, Connecticut
Contact: Dr. George Reilly
(203) 572-5840

Private management of custodial services has standardized frequency and improved quality of custodial services. It has also allowed this district to achieve a cost avoidance of $1.2 million per year through more efficient use of personnel.

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

This district has determined that cost savings will not justify private contracting of facilities maintenance.

Clark County SD #161, Idaho
Contact: Delbert McFadden
(208) 374-5215

The district contracts with a firm that provides management services for all facilities (buildings and grounds). It has reduced the costs the district was paying for such services.

Mascoutah Community Unit SD #9, Illinois
Contact: Dr. Sam McGowen
(618) 566-7414

This district had a contract with a private firm for three years; they did not renew the contract. The community expressed a strong preference for using district personnel to provide district services. School district staff currently provide facilities maintenance that is more cost-effective and of better quality than was the contracted service.

Mason City Community Schools, Iowa
Contact: Dr. David Darnell
(515) 421-4401

The benefits of contracted custodial services for this district are an increased hiring pool, and management of custodial staff done by non-district personnel.

Olathe USD #233, Kansas
Contact: Dr. Bob Hull
(913) 780-7000

The privatization of maintenance has allowed for several gains: the reduction of staff from approximately 160 to 20; the sale of over 60 fleet vehicles; the elimination of workers' compensation insurance, special liability insurance, and vehicle insurance; an increase in efficiency and immediate response; better credentialing of licensed personnel; and a reduction in overall costs.

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

The contractor provides custodial management services, and all supplies and equipment required for efficient performance.

Caroline County Board of Education, Maryland
Contact: George Schenck
(410) 479-1460

> ***The privatization of facilities maintenance has allowed for several benefits, including the reduction of staff, an increase in efficiency and immediate response, and a reduction in overall costs.***
>
> — from the NSBA survey

The privatization of facilities management provides 10.5 full-time custodians, preventive maintenance, cost control, energy savings, and oversight of school department custodians by contract supervisors.

Attleboro Public Schools, Massachusetts
Contact: Joel Lovering
(508) 222-0012 ext. 121

This district has contracted to provide district-wide snow plowing.

Boyne City Public Schools, Michigan
Contact: Robert Nakoneczny
(616) 582-6503

In this school district, all building mechanical systems are maintained by private companies.

Kent Intermediate SD, Michigan
Contact: Ron Ricord
(616) 365-2290

This district has contracted with a private firm to manage maintenance of facilities, as well as supervision of custodial workers (district employees).

Ridgefield Park SD, New Jersey
Contact: Ronald Weber
(201) 807-2635

Maintenance/custodial supervisors are private contractor employees who supervise and train district staff.

Los Alamos Public Schools, New Mexico
Contact: Hugh Hiller
(505) 662-4141

This school district has contracted with a private company to provide managers to oversee the building maintenance and operations program.

New Rochelle City SD, New York
Contact: Larry Savage
(914) 576-4222

The district has a contract with consultants to review buildings annually. Services are provided as necessary.

Scarsdale Union Free SD, New York
Contact: Dr. Richard Schleiter
(914) 721-2420

Private custodial services are provided for many district-owned and leased facilities. Such services provide flexibility, but necessitate close supervision by district staff.

Southern Westchester BOCES, New York
Contact: Matthew McGovern
(914) 937-3820 x544

Contracting with a private firm has given this district facilities that are cleaner and in better repair.

Columbus County Schools, North Carolina
Contact: Wally Goge
(910) 642-5168

As overall budgets and resources have been challenged, more school funds have shifted from support areas (e.g., maintenance) to instructional areas. In response, the district has piloted a number of school sites using contractors for custodial work. So far, slight cost reductions have been experienced, and overall contractor performance has been mixed.

Wake County Public School System, North Carolina
Contact: Riley Reiner
(919) 856-8000
or Nick Harrison
(919) 856-8010

The district contracts for maintenance, hauling service, trash and snow removal.

Columbus City SD, Ohio
Contact: Steve Vargo
(614) 365-5610

This district has contracted out facilities maintenance services at middle schools, and will go district- wide in 1995-96. The benefits are better service, better training, cleaner facilities, and less administrative time devoted to custodial service.

Millwood Public Schools, Oklahoma
Contact: Gloria Griffin
(405) 478-1336

> *[Private contractors] require special people talents. It is tough to get district employees to accept guidance and leadership from outside experts.*
> —from the NSBA survey

A private contractor handles management of maintenance and grounds for the school district.

Union Public Schools, Oklahoma
Contact: Vernon Harmon
(918) 459-5432

The district's facilities maintenance contract proved to be too costly and provided no improvement in services.

Georgetown County Schools, South Carolina
Contact: Bill Compton
(803) 527-1338

The district has various maintenance and construction contracts to augment in-house personnel in support of school infrastructure maintenance. Custodial service contracts are used to handle special needs and to effect cost savings over in-house personnel costs. Also, solid waste removal and recycling contracts effect cost savings and efficiency in the district's waste management efforts.

Fairfax County Public Schools, Virginia
Contact: Alton Hlavin
(703) 246-3209
or David Peterson
(703) 764-2352

For the past five years, the school district has used a custodial management firm to manage district staff, resulting in cleaner schools and a cost savings of $1.3 million.

Norfolk Public Schools, Virginia
Contact: Cecil Harris
(804) 441-2974

The district's contract for private cleaning services saves $500,000 per year.

Sheboygan Area SD, Wisconsin
Contact: James Drifke
(414) 459-3511

The following districts have privatized some aspect of their facilities management.

Chatham School District, Alaska
Contact: Gordon Castanza
(907) 788-3302

Florence USD, Arizona
Contact: Eric Kleinstein
(520) 868-2300

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Nogales USD #1, Arizona
Contact: Anita Lechter
(520) 287-0800 x244

Peoria USD, Arizona
Contact: Julia Smock
(602) 486-6000

Lynwood USD, California
Contact: Audrey Chartre
(310) 886-1604

Orange County Board of Educ, California
Contact: Nina Young
(714) 966-4050

Riverside USD, California
Contact: David Bail
(909) 788-7470

Romoland SD, California
Contact: Roland Skumawitz
(909) 928-2900

Aurora Public Schools, Colorado
Contact: Dr. Dave Zeckser
(303) 344-8060

Cheshire Public Schools, Connecticut
Contact: Dr. Ralph Wallace
(203) 250-2400

Danbury Public Schools, Connecticut
Contact: J. Heibenreich
(203) 797-4703

Seek first to understand! Get the facts before jumping into it. Get all the stakeholders into the process.

— from the NSBA survey

Hartford Board of Education, Connecticut
Contact: Ted Carroll
(203) 722-8510

Middletown Public Schools, Connecticut
Contact: Dr. David Larson
(203) 638-1401

Montville Public Schools, Connecticut
Contact: J. Luder
(203) 646-8048

Hillsborough County SD, Florida
Contact: Stan Domal
(813) 292-4053

Orange County Public Schools, Florida
Contact: Peggy Kinder
(407) 849-3254

Palm Beach County SD, Florida
Contact: (407) 434-8200

District School Board of Pasco County, Florida
Contact: Rick Kurtz
(813) 996-3600 x2439

Oconee County SD, Georgia
Contact: Glenn Townsend
(706) 769-3575

Walker County Schools, Georgia
Contact: Garrett Felf
(706) 638-1240

Blackfoot SD #55, Idaho
Contact: (208) 785-8800

Plummer-Worley Joint SD #44, Idaho
Contact: R.W. Singleton
(208) 686-1621

Addison District #4, Illinois
Contact: Paul Smith
(708) 628-2500

Argo Community HSD #217, Illinois
Contact: Bob Koch
(708) 728-3200

Downers Grove Grade SD #58, Illinois
Contact: Daniel Foote
(708) 719-5829

Evanston-Skokie Community Consolidated SD #65, Illinois
Contact: Therese O'Neill
(708) 492-5874

Harvey Public SD #152, Illinois
Contact: Betty Owens
(708) 333-0300

Hinsdale Township HSD #86, Illinois
Contact: Ed Hoster
(708) 655-6100

Joliet Township High SD #204, Illinois
Contact: (815) 727-6970

Laraway SD #70-C, Illinois
Contact: Dr. Broniechi
(815) 727-5115

Niles Township High SD, Illinois
Contact: D.E. Benere
(708) 965-9350

Thornton Township High SD #205, Illinois
Contact: Gary Frisch
(708) 225-4029

Huntington City Community Schools, Indiana
Contact John Prince
(219) 356-7812

Burlington Community SD, Iowa
Contact: Joe Hintze
(319) 753-6791

Fort Dodge Community SD, Iowa
Contact: D.A. Haggard
(515) 574-5638

Andover USD #385, Kansas
Contact: Phil Hudson
(316) 733-1918

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

Wamego USD #320, Kansas
Contact: B.J. Eichem
(913) 456-7642

While food service and school security contracts are working well, the district has cancelled a private contract for facilities maintenance after three years. We found that the contractor had a lack of knowledge about building operations and usage

— from the NSBA survey

Winfield USD #465, Kansas
Contact: Ken Young
(316) 221-5100

Henderson County SD, Kentucky
Contact: Kenneth Tegethoff
(502) 831-5000

Jefferson County Public Schools, Kentucky
Contact: Stephen Daeschner
(502) 485-3251

Russellville ISD, Kentucky
Contact: Clarence Gamble
(502) 726-8405

East Baton Rouge Parish School Board, Louisiana
Contact: Bob Cooper
(504) 358-3738

Biddeford School Department, Maine
Contact: Dr. Roger Afpuguardi
(207) 282-8280

Baltimore City Public Schools, Maryland
Contact: Matthew Riley
(410) 669-3121

Holyoke Public Schools, Massachusetts
Contact: John Pietrzykowski
(413) 534-2000

Shawsheen Valley Technical High SD, Massachusetts

Flint SD, Michigan
Contact: James Yantz
(810) 760-111

Grand Haven Area Public Schools, Michigan
Contact: Dr. Bill Dean
(616) 847-4614

Grosse Pointe Public School System, Michigan
Contact: Christian Fenton
(313) 343-2048

Pinckney Community Schools, Michigan
Contact: Dr. Robert Roy
(313) 878-3115

Saginaw Public Schools, Michigan
Contact: Richard Powell
(517) 759-2250

Duluth Public Schools, Minnesota
Contact: Lucas Houx
(218) 723-4102

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

Virginia SD, Minnesota
Contact: Wallace Schoeb
(218) 741-5161

Springfield Public Schools, Missouri
Contact: Conley Weiss
(417)864-3841

Bozeman Public Schools, Montana
Contact: Gary Griffith
(406) 585-1548

Crete Public Schools, Nebraska
Contact: Jody Isernhagen
(402) 826-5855

Lincoln Public Schools, Nebraska
Contact: Cliff Dale
(402) 436-1635

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Westside Community Schools, Nebraska
Contact: Les Sladeck
(402) 390-2135

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

White Pine County SD, Nevada
Contact: (702) 289-4851

Berlin Borough SD, New Jersey
Contact: Roger Stead
(609) 768-7867

East Orange Board of Educ, New Jersey
Contact: Mark Kramer
(201) 266-5700

Orange Board of Educ, New Jersey
Contact: Alice Dunston
(201) 677-4040

Pine Hill Public Schools, New Jersey
Contact: Don Falato
(609) 783-6900

Ridgewood Board of Educ, New Jersey
Contact: Dr. Fred Stokley
(201) 670-2700

Roselle Park Public Schools, New Jersey
Contact: William Clarke
(908) 245-1197

Albuquerque Public Schools, New Mexico
Contact: Mary Lee Martin

Ellenville Central Schools, New York
Contact: Nancy Bement-Chase
(914) 647-7100

Longwood Central SD, New York
Contact: Willam Leo
(516) 345-2782

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Charlotte-Mecklenburg Schools, North Carolina
Contact: Hilton L'Orange
(704) 379-7057

Mt. Airy City Schools, North Carolina
Contact: R. L. Williams
(910) 786-8355

Eastland Vocational SD, Ohio
Contact: Claude Groves
(614) 836-4530

St. Bernard-Elmwood Place City Schools, Ohio
Contact: (513) 641-2020

Toledo Public Schools, Ohio
Contact: S. Pereos
(419) 729-8414

Enid Public Schools, Oklahoma
Contact: Dr. G.K. Keithly
(405) 234-5270

Jenks Public Schools, Oklahoma
Contact: Dr. Sterling Ming
(918) 299-4411

Midwest City-Del City Public Schools, Oklahoma
Contact: Larry Springfield
(405) 737-4461 x47

Tulsa Public Schools, Oklahoma
Contact: Dr. Bill Jordan
(918) 745-6800

Albany SD, Oregon
Contact: Jim McGowan
(503) 967-4513

Cascade SD #5, Oregon
Contact: Tom Lorell
(503) 743-2137

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Upper Moreland SD, Pennsylvania
Contact: P.W. Beck
(215) 659-6800

Coventry Public Schools, Rhode Island
Contact: Raymond Spear
(401) 822-9400

Darlington County SD, South Carolina
Contact: Byard Stone
(803) 398-5009

Marion SD#1, South Carolina
Contact: Charles Bethea
(803) 423-1811

Memphis City Schools, Tennessee
Contact: Gary Jones
(901) 325-5462

Austin ISD, Texas
Contact: Charles Akins
(512) 499-1706

Birdville ISD, Texas
Contact: Jay Thompson
(817) 831-5700

Galveston ISD, Texas
Contact: Henry Boening
(409) 766-5126

Plainview ISD, Texas
Contact: Dr. Dennis Townsends
(806) 296-4000

Round Rock ISD, Texas
Contact: Mike Jolly
(512) 255-4431

Weslaco ISD, Texas
Contact: Elda Vasquez
(210) 969-6500

Wichita Falls ISD, Texas
Contact: Dr. Les Carnine
(817) 720-3273

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7276

Cumberland County Schools, Virginia
Contact: Harold Dodge
(804) 492-4212

Lynchburg City Schools, Virginia
Contact: Barry Campbell
(804) 522-3700 x104

Bremerton SD, Washington
Contact: DeWayne Boyd
(360) 478-5105

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Cedarburg SD, Wisconsin
Contact: Gary Compton
(414) 375-5208

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Fremont County SD #21, Wyoming
Contact: B.L. Mowry
(307) 332-5983

Teton County Schools, Wyoming
Contact: Sarah Smith
(307) 733-2704

Financial Management

This district uses a consultant for grant writing. The result has been more than $800,000 in grants.

Huntington Beach Union High SD, California
Contact: John Myers
(714) 964-3339

This school district has contracted with a private firm to provide payroll services. Reported benefits include greater time efficiency for district clerical staff, and additional services, such as direct deposit, that are helpful to district personnel.

Wilmette Public SD #39, Illinois
Contact Jim Mattern
(708) 256-2450

The district has contracted with a local school administrator to consult on budget, cash flow, and other financial matters.

School City of Whiting, Indiana
Contact: Dr. Reg Manwaring
(219) 659-0656

In this school district, general ledger and payroll services have been proviced by private companies for 25 years.

Kent Intermediate SD, Michigan
Contact: Joseph Terhaar
(616) 365-2201

> *Be prepared to answer the question: "Why can't the school district provide these services and eliminate the profit that goes to the private company?"*
>
> — from the NSBA survey

This district has contracted out a financial management system that allows it to transfer cash immediately from lower yielding savings accounts to higher yield investment accounts. It offers competitive yields, safety, full liquidity, and allows the district to access its account balances via PC and modem on a daily basis to determine cash needs.

The district's financial adviser's services include researching and analyzing borrowing statements, submitting required documents and information to rating agencies, representing the district at disclosure conferences with bond counsel, and attending bid openings and closings with a bonding attorney.

Longwood Central SD, New York
Contact: Joel Palmer
(516) 345-2784

A private contractor identifies funding sources to support various district programs. To date, the district has raised $625,000 for technology programs, and $35,000 for security.

East Cleveland City SD, Ohio
Contact: Nylajean McDaniel
(216) 268-6596

This school district staff says that contracting out tax services is less personal, but it is more efficient. The district has joined with the county for tax administration, and has gained local support and realized cost savings.

Arlington ISD, Texas
Contact: Dr. Marlene Carle
(817) 459-7243

This district has hired a private contractor to perform financial audits.

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

The district contracts with a private financial adviser for advice on short- and long-term fiscal planning for capital projects.

Kent SD, Washington
Contact: Fred High
(206) 813-7295

Other districts that contract financial management are:

Bristol Bay Borough SD, Alaska
Contact: Richard Leath
(907) 246-4225

Chatham SD, Alaska
Contact: Gordon Castanza
(907) 788-3302

Florence USD, Arizona
Contact: Eric Kleinstein
(520) 868-2300

San Leandro USD, California
Contact: Thomas Himmelberg
(510) 667-3536

Hartford Board of Education, Connecticut
Contact: Ted Carroll
(203) 722-8510

Wilton Public Schools, Connecticut
Contact: David Clune
(203) 762-3381

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Plainfield Community Consolidated SD #202, Illinois
Contact: David Stanfield
(815) 439-3240

Baltimore City Public Schools, Maryland
Contact: Juanita Lewis
(410) 396-8709

Grand Haven Area Public Schools, Michigan
Contact: Dr. Bill Dean
(616) 847-4614

Walled Lake Consolidated Schools, Michigan
Contact: Samantha Ruetenik
(810) 788-1062

Lincoln Public Schools, Nebraska
Contact: Cliff Dale
(402) 436-1635

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

Storey County SD, Nevada
Contact: Ed Murkovich
(702) 847-0983

White Pine County SD, Nevada
Contact: (702) 289-4851

Oklahoma Northwest Area VoTech SD, Oklahoma
Contact: Freelin Roberts
(405) 327-0344

Rocky Mountain Schools, Oklahoma
Contact: Maggie Adams
(918) 696-7509

Freedom Area SD, Pennsylvania
Contact: Dr. Ron Sofo
(412) 775-7641

Austin ISD, Texas
Contact: Clint Schuhmacher
(512) 414-2323

Cumberland County Schools, Virginia
Contact: Harold Dodge
(804) 492-4212

Richmond Public Schools, Virginia
Contact: (804) 780-7700

Menomonee Falls SD, Wisconsin
Contact: James Shea
(414) 255-8461

Food Services

Contracting food services allows this district to save through bulk purchasing.

Window Rock USD #8, Arizona
Contact: James Barfoot
(602) 729-5704

This district has experienced improved expertise and morale, as well as greater menu variety.

El Paso County SD #8, Colorado
Contact: Cheryl Walker
(719) 382-5631

A private company has made this food service program a positive budget item.

Danbury Public Schools, Connecticut
Contact: J. Heidenreich
(203) 797-4703

This district uses a private contractor to train district food service staff, set menus, and to purchase supplies.

Middletown Public Schools, Connecticut
Contact: Vincent Malone
(203) 638-1402

Contracting food services provides lower costs and reduces administrative time.

Addison District #4, Illinois
Contact: Paul Smith
(708) 628-2500

This district contracts out food services with better service and reduced costs.

Crystal Lake SD #47, Illinois
Contact: William Fetzner
(815) 459-6070

The contracted food service program in this district provides an economical program with maximum variety and control.

Hinsdale Township High SD #86, Illinois
Contact: Ed Hoster
(708) 655-6100

Privatized food services have brought nearly $30,000 in savings to the district, plus reduced administrative time, and increased usage of the program. Privatized transportation has saved $300,000 per year, and reduced administrative and board time involved.

— from the NSBA survey

A privatized food service program provides preparation, serving, procurement, and accounting to a 10-school, 6400-pupil school district.

Attleboro Public Schools, Massachusetts
Contact: Joel Lovering
(508) 222-0012 x121

Contracting food services has improved nutrition and provided better variety.

Holyoke Public Schools, Massachusetts
Contact: Bill O'Brien
or Tracy Guilmette
(413) 534-2000

This district considered privatizing its food services, but found no notable cost savings.

Walled Lake Consolidated Schools, Michigan
Contact: Samantha Ruetenik
(810) 788-1062

A food services contract was not successful in this district. Students disliked the meals, and there were transportation and storage problems. The contract has not been renewed.

Storey County SD, Nevada
Contact: Ed Murkovich
(702) 847-0983

Privatized food service has provided a $27,000 savings to the district, improved quality of the product, reduced adminstrative time, and increased usage of the program.

Sanborn Regional SD, New Hampshire
Contact: Dr. Maryann Clancy
(603) 642-3688

This district's contractor for cafeteria service has provided the district with two advantages in food services: a wider selection of choices for meals, and a cost savings in operation.

Berlin Borough SD, New Jersey
Contact: Roger Stead
(609) 768-7867

The district has contracted for food service management since 1975. The private contractor has managed the food service program in an efficient manner and reduced costs to the district.

Roselle Park Public Schools, New Jersey
Contact: Bob Zeglaski
(908) 245-2103

Since privatizing the food services, the cafeteria program runs in the black with more students participating; more meal offerings; extended services, e.g., a middle school breakfast club, and school barbeques.

Teaneck Public Schools, New Jersey
Contact: Dr. Doyle
(201) 833-5527

The district's school lunch program for the middle schools is contracted out. The district saves on the need to hire and provide fringe benefits to employees.

Lynbrook Union Free SD, New York
Contact: Donald Slover
(516) 887-0258

This district contracts with a private company to provide managers to oversee the food services. During the contract period, the food services have gone from operating with a deficit to pay-as-you-go.

New Rochelle City SD, New York
Contact: Ruth Ann Toxie
(914) 576-4216

The private contractor has reduced school district costs for labor and benefits.

Skaneateles Central Schools, New York
Contact: Dale Bates
(315) 685-8361

Contracting the district's food service has provided better quality, improved efficiency, increased cost effectiveness, and offered greater variety.

Coventry Public Schools, Rhode Island
Contact: Wayne Engle
(401) 822-9400

The district has contracted for food service operations only for the high school (2,000 students). This service has provided improved quality and variety of menus, and increased student participation.

Marshall ISD, Texas
Contact: Jack Gray
(903) 938-7881

A private contractor has increased participation, improved quality of the meals, and provided more efficient management for this school district's food services program.

Granite SD, Utah
Contact: Frank Willarson
(801) 268-8597

For the past eight years, this district has contracted out management of the food service program, realizing tremendous program and financial benefits.

Specifically, they have dramatically increased student participation in the food service program, while at the same time reducing fat content and making other nutritional improvements.

On the financial side, the district is now able to completely cover direct expenses; previously, direct expenditures needed to be subsidized to the tune of nearly $50,000 a year.

Ferndale SD #502, Washington
Contact: Ron Cowan
(360) 384-9203

Contracting out food services has helped this district offer a better program, more variety, and has helped to control costs.

Kelso SD, Washington
Contact: Gary Eubanks

Other school districts that have reduced food service costs for supplies and personnel by contracting with private contractors are:

Alexander City Board of Education, Alabama
Contact: Paul Fanning
(205) 234-5074

Florence USD, Arizona
Contact: Eric Kleinstein
(520) 868-2300

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Miami Area USD #40, Arizona
Contact: Dr. Stephen Blazivich
(520) 425-3271

Nogales USD #1, Arizona
Contact: Anita Lechter
(520) 287-0800

Peoria USD, Arizona
Contact: Julia Smock
(602) 486-6000

Lynwood USD, California
Contact: Audrey Chartre
(310) 886-1604

Ignacio SD #11JT, Colorado
Contact: Dr. Edward Kutzleb
(970) 563-4521

Wilton Public Schools, Connecticut
Contact: Elizabeth Quinn
(203) 762-3381

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Argo Community High SD #217, Illinois
Contact: Bob Koch
(708) 728-3200

Arlington Heights Community Consolidated SD #59, Illinois
Contact: Robert Howard
(708) 593-4310

Crystal Lake Community Consolidated SD #47, Illinois
Contact: William Fetzner
(815) 459-6070

Downers Grove Grade SD #58, Illinois
Contact: Daniel Foote
(708) 719-5829

East Maine SD #63, Illinois
Contact: (708) 299-1900

Evanston-Skokie Community Consolidated SD #65, Illinois
Contact: Emanuel Pollack
(708) 492-5870

Harvey Public SD #152, Illinois
Contact: Betty Owens
(708) 333-0300

Joliet Township SD #204, Illinois
Contact: (815) 727-6970

Matteson Elementary SD #159, Illinois
Contact: Thomas Mullins
(708) 720-1300

Niles Township SD #219, Illinois
Contact: J. Monahan
(708) 965-9135

Oak Lawn Community High SD #218, Illinois
Contact: (708) 424-2000

Plainfield Community Consolidated #202, Illinois
Contact: Steve Langert
(815) 439-3240

Sterling Community Unit SD #5, Illinois
Contact: Luke Glowiak
(815) 626-5050

Thornton Township High SD #205, Illinois
Contact: Gary Catalani
(708) 225-4044

School City of Whiting, Indiana
Contact: Dr. Reg Manwaring
(219) 659-0656

Burlington Community SD, Iowa
Contact: Joe Hintze
(319) 753-6791

Fort Dodge Community SD, Iowa
Contact: D.A. Haggard
(515) 574-5638

Saydel Consolidated SD, Iowa
Contact: Darcy Moeller
(515) 288-8557

Osborne USD #392, Kansas
Contact: Dr. Joseph Clouse
(913) 346-2145

Winfield USD #465, Kansas
Contact: Ken Young
(316) 221-5100

Baltimore City Public Schools, Maryland
Contact: Juanita Lewis
(410) 396-8709

Queen Anne's County Board of Educ, Maryland
Contact: Joseph Ollock
(410) 758-2403

Randolph Public Schools, Massachusetts
Contact: Arthur Melia
(617) 961-6204

Bridgeport-Spaulding Community SD, Michigan
Contact: L.J. Spencer
(517) 777-1770

Be sure to document results and compare to initial expectations and promises.

— from the NSBA survey

Buena Vista Schools, Michigan
Contact: Dr. Elmer Hollenbeck
(517) 755-2184

Grand Haven Area Public Schools, Michigan
Contact: Dr. Bill Dean
(616) 847-4614

Grosse Pointe Public School System, Michigan
Contact: Christian Fenton
(313) 343-2048

Harper Woods SD, Michigan
Contact: Joan Tucker
(313) 839-1296

Royal Oak SD, Michigan
Contact: Andy Linell
(810) 435- 8400 x214

Saginaw Public Schools, Michigan
Contact: Richard Powell
(517) 759-2250

Waverly Community Schools, Michigan
Contact: Jerry Papciak
(517) 321-7265

Duluth Public Schools, Minnesota
Contact: Lucas Houx
(218) 723-4102

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

Virginia SD, Minnesota
Contact: Colleen Villa
(218) 741-5161

Springfield Public Schools, Missouri
Contact: Conley Weiss
(417) 864-3841

Crete Public Schools, Nebraska
Contact: Jody Isernhagen
(402) 826-5855

Westside Community Schools, Nebraska
Contact: Dr. Ken Bird
(402) 390-2106

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

Lincoln County SD, Nevada
Contact: Vaughn Higbee
(702) 728-4471

White Pine County SD, Nevada
Contact: (702) 289-4851

Clifton Public Schools, New Jersey
Contact: William Liess
(201) 470-2260

Dumont Public Schools, New Jersey
Contact: Thomas Roberts
(201) 387-3082

East Orange Board of Educ, New Jersey
Contact: Mark Kramer
(201) 266-5761

Lindenwold Boro SD, New Jersey
Contact: Karen Maeir
(609) 386-8686

Lower Camden County Regional District #1, New Jersey
Contact: Dr. Rita Hanna
(609) 767-2850

North Wildwood SD, New Jersey
Contact: Mary Ott
(609) 729-4649

Orange Board of Educ, New Jersey
Contact: Alice Dunston
(201) 677-4040

Ridgefield Park Board of Educ, New Jersey
Contact: Ronald Weber
(201) 807-2635

Ridgewood Board of Educ, New Jersey
Contact: Dr. Fred Stokley
(201) 670-2700

Albuquerque Public Schools, New Mexico
Contact: Mary Lee Martin
(505) 842-3633

Pojoaque Valley Schools, New Mexico
Contact: Art Blea
(505) 455-2282

Ellenville Central Schools, New York
Contact: Lenny Bernstein
(914) 647-7100

Highland Falls/Ft. Montgomery Central SD, New York
Contact: (914) 446-9575

Northeastern Clinton Central Schools, New York
Contact:Christopher deGrandpre
(518) 298-8242

Pittsford Central SD, New York
Contact: Everett Larribee
(716) 381-9940

Scarsdale Union Free SD, New York
Contact: Dr. Richard Schleiter
(914) 721-2420

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Portsmouth City SD, Ohio
Contact: Michael Osborne
(614) 354-5663

Weatherford Public Schools, Oklahoma
Contact: Greg Moss
(405) 772-3327

Albany SD, Oregon
Contact: Tom Gaulke
(503) 967-4505

Lincoln County SD, Oregon
Contact: Skip Liebertz
(503) 265-4401

Salem-Keizer SD #24J, Oregon
Contact: Ron Turner
(503) 399-3036

Central Bucks BOCES, Pennsylvania
Contact: Gene Able
(215) 345-1400

Pine-Richland SD, Pennsylvania
Contact: Sandy Stokes
(412) 625-3550

New Braunfels ISD, Texas
Contact: Dick Robinett
(512) 620-6200

Plainview ISD, Texas
Contact: Richard Watson
(806) 296-4002

Round Rock ISD, Texas
Contact: Mike Jolly
(512) 255-4431

Weslaco ISD, Texas
Contact: Andres Noriega
(210) 969-6522

Clover Park SD #400, Washington
Contact: Mel Neighbors
(206) 589-7506

Shoreline SD, Washington
Contact: Bill Schnall
(206) 546-2421

Beloit SD, Wisconsin
Contact: Richard Peterson
(608) 364-6015

Janesville SD, Wisconsin
Contact: Deb Goad
(608) 758-6402

Somerset SD, Wisconsin
Contact: Dianne Beeler
(715) 247-3313

The privatization of the district's energy management program has helped the district achieve over $1 million in energy cost avoidance, and has enhanced the teaching/learning environment in our schools.

— from the NSBA survey

Health Services

A shortage of speech, physical, and occupational therapists, as well as of school psychologists, led this district to use private firms and consultants.

Southern Westchester BOCES, New York
Contact: Helene Hanson
(914) 937-3820 x516

Interpreters are used for deaf students to provide flexibility, depth, and manageability of services that the district would not have with internal staff.

Toledo Public Schools, Ohio
Contact: Steve Pereos
(419) 729-8414

The district's health clinic offers free medical services, provided on site by an area hospital.

Central Dauphin SD, Pennsylvania
Contact: Lynnette Snyder
(717) 545-4703

This district has contracted for school nurses.

Wichita Falls ISD, Texas
Contact: Jack Lane
(817) 720-3166

These school districts have also contracted for health services in their schools:

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Huntington Beach Union High SD, California
Contact: David Hagon
(714) 964-3339

Orange County Board of Educ, California
Contact: Nina Young
(714) 966-4050

Wilton Public Schools, Connecticut
Contact: David Clune
(203) 762-3381

Cape Henlopen SD, Delaware
Contact: Susan Shupard
(302) 645-6686

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Walker County SD, Georgia
Contact: Dr. Truman Atkins
(706) 638-1240

Osborne USD #392, Kansas
Contact: Dr. Duane Much
(913) 346-2145

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

Shawnee Heights USD #450, Kansas
Contact: Paula Foster
(913) 379-0584

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Holyoke Public Schools, Massachusetts
Contact: John Pietrzykowski
(413) 534-2000

Lakeshore Public Schools, Michigan
Contact: Linda Holt
(616) 428-1400

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

Canandaigua City SD, New York
Contact: (716) 396-3710

Ellenville Central School District, New York
Contact: Nancy Bement-Chase
(914) 647-7100

Lynbrook Union Free SD, New York
Contact: Donald Slover
(516) 882-0258

Williamsville Central SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Perquimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

Lincoln County SD, Oregon
Contact: Mona Glode
(503) 265-4405

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Arlington ISD, Texas
Contact: John McInnis
(817) 460-4611

Austin ISD, Texas
Contact: Charles Akins
(512) 499-1706

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Janesville SD, Wisconsin
Contact: Donald Midjinovich
(608) 758-6400

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

PERSONNEL POLICIES/MANAGEMENT

A variety of personnel services have been privatized by this district, including medical record reviews to ensure equitable administration of monetary benefits, handling of worker's compensation, and liability management.

Dade County Public Schools, Miami, Florida
Contact: Richard Hinds
(305) 995-1225

The district contracted out payroll services, but found that the contractor's schedule was not compatible with the district's schedule. Also, district personnel had limited access to payroll records. The net result was less efficiency, rather than more. The contracted service has been terminated.

North Wildwood SD, New Jersey
Contact: Mary Kurtz
(609) 522-6885

> *Cost savings may not be all dollars. It's hard to put a price on reduced administrative and personnel problems.*
>
> —from the NSBA survey

The district hired a private contractor to conduct a survey pertinent to Americans With Disabilities Act (ADA) policies.

Hickory City Schools, North Carolina
Contact: Stuart Thompson
(704) 322-2855

This district has contracted for review of health insurance for employees, and has realized a cost savings.

Austin ISD, Texas
Contact: Scott Wyatt
(512) 414-2295

An outside consultant has examined and made cost-saving recommendations for this school district which the district has passed on to employees. An outside consultant also supplies sample updated policies consistent with new federal or state laws.

King William County Public Schools, Virginia
Contact: John Reeder or Kirk Tower
(804) 769-3434

Personnel and board policies are developed by an outside contractor for this school district.

Deer Park SD, Washington
Contact: Shauna Fergeson
(509) 276-5051

The following districts have reviewed and/or updated their personnel policies and management systems using private consultants:

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Miami Area USD #40, Arizona
Contact: Dr. Stephen Blazivich
(520) 425-3271

San Leandro USD, California
Contact: Thomas Himmelberg
(510) 667-3536

Ignacio SD #11JT, Colorado
Contact: Dr. Edward Kutzleb
(970) 563-4521

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Plummer-Worley Joint SD #44, Idaho
Contact: R.W. Singleton
(208) 686-1621

Arlington Heights Community Consolidated SD #59, Illinois
Contact: Robert Howard
(708) 593-4310

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Baltimore City Public Schools, Maryland
Contact: Judson Porter
(410) 396-8727

Kent Intermediate SD, Michigan
Contact: Joseph Terhaar
(616) 365-2201

Pinckney Community Schools, Michigan
Contact: Dr. Robert Roy
(313) 878-3115

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

Lincoln County SD, Nevada
Contact: Vaughn Higbee
(702) 728-4471

White Pine County SD, Nevada
Contact: (702) 289-4851

Alamogordo Public Schools, New Mexico
Contact: Stan Rounds
(505) 439-3270

Perquimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

Eastland Vocational SD, Ohio
Contact: Claude Groves
(614) 836-4530

Metro Tech Vocational-Technical SD, Oklahoma
Contact: Laurie Burton
(405) 424-8324 x482

Cascade SD #5, Oregon
Contact: James McBride
(503) 743-2137

Birdville ISD, Texas
Contact: Jay Thompson
(817) 831-5700

Plainview ISD, Texas
Contact: Dr. Dennis Townsends
(806) 296-4000

Round Rock ISD, Texas
Contact: Mike Jolly
(512) 255-4431

Lynchburg City Schools, Virginia
Contact: Barry Campbell
(804) 522-3700 X104

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Richmond Public Schools, Virginia
Contact: (804) 780-7700

Professional Development

Many districts have developed their own teacher training programs that provide in-service training related to the core curriculum, and offer other professional development opportunities within and beyond the school district boundaries. These programs have served to upgrade competencies of teaching staffs, and to significantly raise the level of professional satisfaction and motivation.

This district contracted services to provide Spanish language and bilingual methodology training for teachers.

Lennox SD, California
Contact: Marlene Wilson
(310) 330-4950 x239

Consultants are hired by this district for specific professional development purposes. Recent examples of the kinds of training provided to district personnel through contracting are: techniques and strategies to motivate children to read; programs for science and technology teachers; ESL/bilingual education strategies; consensus management, and negotiating for consensus; and crises counseling for staff following Hurricane Andrew.

Dade County Public Schools, Miami, Florida
Contact: Marilyn Neff
(305) 995-1461

Teachers in this district receive "effective teaching methods" through in-service training programs.

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

This district has contracted out for teacher training in the newest teaching methods.

Jefferson County Public Schools, Kentucky
Contact: Dr. Booker Rice
(502) 485-3152

A private contractor provides in-service training that "promotes total quality site-based management," and offers conflict management techniques for teachers of at-risk programs.

Carteret County Schools, North Carolina
Contact: Jane Alexander
(919) 728-4583

> *We use private contractors for professional development. The results have been reduced teacher absenteeism, parity in majority/minority student achievement, and increased parent involvement in the schools.*
>
> — from the NSBA survey

This district's professional development program is provided by a private firm. The program focuses on three things: effective schools, continuous progress, and staff development.

Northampton County Public Schools, Virginia
Contact: Dr. Dawn Goldstine
(804) 678-5151

Consultant services are used to provide professional training for special education staff in administration and interpretation of assessments.

Quantico Dependents School, Virginia
Contact: Mrs. Beatrice Harnad
(703) 640-0888

These districts have also contracted with private companies for professional development programs:

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Huntington Beach Union High SD, California
Contact: David Hagon
(714) 964-3339

Orange County Board of Educ, California
Contact: Nina Young
(714) 966-4050

San Leandro USD, California
Contact: Thomas Himmelberg
(510) 667-3536

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Walker County SD, Georgia
Contact: Dr. Truman Atkins
(706) 638-1240

Harvey Public SD #152, Illinois
Contact: Betty Owens
(708) 333-0300

Shawnee Heights USD #450, Kansas
Contact: Dr. Stephen McClure
(913) 379-0584

Wamego USD #320, Kansas
Contact: B.J. Eichem
(913) 456-7642

Queen Anne's County Board of Educ, Maryland
Contact: Bernard Sadusky
(410) 758-2403

Holyoke Public Schools, Massachusetts
Contact: John Pietrzykowski
(413) 534-2000

Springfield Public Schools, Massachusetts
Contact: Teresa Regina
(413) 787-7183

Flint SD, Michigan
Contact: Lawrence Cywin
(810) 760-1120

Kent Intermediate S.D., Michigan
Contact: Joseph Terhaar
(616) 365-2201

Lakeshore Public Schools, Michigan
Contact: Linda Holt
(616) 428-1400

Lincoln County SD, Nevada
Contact: Vaughn Higbee
(702) 728-4471

Lindenwold Boro SD, New Jersey
Contact: Herbert Johnson
(609) 784-4071

Ridgewood Board of Educ, New Jersey
Contact: Dr. Fred Stokley
(201) 670-2700

Roselle Park Public Schools, New Jersey
Contact: William Clarke
(908) 245-1197

Albuquerque Public Schools, New Mexico
Contact: Joe Vigil
(505) 256-4214

Pittsford Central SD, New York
Contact: Everett Larribee
(716) 381-9940

Scarsdale Union Free SD, New York
Contact: Barbara Jofk
(914) 931-2410

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Williamsville Central SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Perquimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

Eastland Vocational SD, Ohio
Contact: Claude Groves
(614) 836-4530

Toledo Public Schools, Ohio
Contact: S. Pereos
(419) 729-8414

Oklahoma Northwest Area Vo-Tech SD, Oklahoma
Contact: Freelin Roberts
(405) 327-0344

Albany SD, Oregon
Contact: Robert Staliek
(503) 967-4511

Cascade SD #5, Oregon
Contact: Loroll McBride
(503) 743-2139

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Central Dauphin SD, Pennsylvania
Contact: Carolyn Dumaresq
(717) 535-4703 x202

Marion SD #1, South Carolina
Contact: Charles Bethea
(803) 423-1811

Austin ISD, Texas
Contact: Dr. Kay Psencik
(512) 499-1706

Birdville ISD, Texas
Contact: Jay Thompson
(817) 831-5700

New Braunfels ISD, Texas
Contact: Dick Robinett
(210) 625-5745

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7276

King William County Public Schools, Virginia
Contact: (804) 769-3436

Kent SD, Washington
Contact: Elaine Collins
or Jim Hager
(206) 813-7218

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Janesville SD, Wisconsin
Contact: David Midjinovich
(608) 758-6400

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Sheboygan Area SD, Wisconsin
Contact: William Hittman
(414) 459-3511

Fremont County SD #21, Wyoming
Contact: B.L. Mowry
(307) 332-5983

Public Relations

Recognizing the importance of parents in the education of children, schools are turning more and more to professional communication experts to help them involve parents in the teaching and learning process.

This district contracted with a private firm to supplement its in-house marketing and public relations staff.

Jefferson County Public Schools, Kentucky
Contact: Patti Hearn
(502) 485-3409

> *Know the political repercussions within the community. Justification of dollar savings may not be enough.*
>
> — from the NSBA survey

These districts agree that public relations is more than a school newsletter, and that communication is an important part of the school district's responsibility to the community. They have contracted out part or all of their public relations programs.

Huntington Beach Union High SD, California
Contact: David Hagon
(714) 964-3339

San Leandro USD, California
Contact: Thomas Himmelberg
(510) 667-3536

Cheshire Public Schools, Connecticut
Contact: Dr. Ralph Wallace
(203) 250-2400

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Wilton Public Schools, Connecticut
Contact: David Clune
(203) 762-3381

Orange County Public Schools, Florida
Contact: Peggy Kinder
(407) 849-3254

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Olathe USD W233, Kansas
Contact: Dr. Bob Hull
(913) 780-7000

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Grand Haven Area Public Schools, Michigan
Contact: Dr. Bill Dean
(616) 847-4614

Kent Intermediate SD, Michigan
Contact: Joseph Terhaar
(616) 365-2201

Lindenwold Boro SD, New Jersey
Contact: Herbert Johnson
(609) 784-4071

Roselle Park Public Schools, New Jersey
Contact: William Clarke
(908) 245-1197

Toledo Public Schools, Ohio
Contact: S. Peros
(419) 729-8414

Lincoln County SD, Oregon
Contact: Skip Liebertz
(503) 265-4401

Norfolk Public Schools, Virginia
Contact: Dr. Forrest White
(804) 441-2711

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Kent SD, Washington
Contact: Elaine Collins or Jim Hager
(206) 813-7218

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Purchasing

These districts have reduced costs with purchasing agreements:

Shelby County Board of Educ, Alabama
Contact: Dr. Norman Rogers
(205) 669-5600

Romoland SD, California
Contact: Ronald Skumawitz
(909) 928-2900

Hartford Public Schools, Connecticut
Contact: Ted Carroll
(203) 722- 8510

Osborne USD #392, Kansas
Contact: Dr. Duane Much
(913) 346-2145

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

White Pine County SD, Nevada
Contact: (702) 289-4851

Roselle Park Public Schools, New Jersey
Contact: William Clarke
(908) 245-1197

Teaneck SD, New Jersey
Contact: Marie Warnke
(201) 833-5527

Cascade SD #5, Oregon
Contact: Loroll McBride
(503) 743-2139

Lincoln County SD, Oregon
Contact: Skip Liebertz
(503) 265-4401

School Security

In an age of increasing violence in and around the schools, districts have had to turn to security experts to try to maintain safe school environments.

This district has contracted with private firms to provide security guard services.

School Board of Lee County, Florida
Contact: Ande Albert
(813) 337-8317

The district contracted with a private firm to provide school security.

East Jasper SD, Mississippi
Contact: Gwendolyn Taylor
(601) 787-3281

District security and all necessary security administration is handled by an outside vendor.

Lynbrook Union Free SD, New York
Contact: Juan Zamora
(516) 887-0259

The district has contracted for two security guards at each of its two secondary buildings.

Penfield Central Schools, New York
Contact: (716) 248-3220

Security services at secondary schools and for some evening events is contracted with off-duty police officers by this district.

Lawton Public Schools, Oklahoma
Contact: Bud Braddy
(405) 357-6900

This district uses a security service to respond to alarms after hours.

Union Public Schools, Oklahoma
Contact: Vernon Harmon
(918) 459-5432

> *Think through the process and when you believe you have all the answers, think through the process again before starting.*
>
> — from the NSBA survey

An automated security firm monitors facilities for this district, resulting in reduced vandalism.

Lynchburg City Schools, Virginia
Contact: Barry Campbell
(804) 522-3700 x104

The district contracts with the city and county for police officers to provide school security.

Kent SD, Washington
Contact: Mike Dillon
(206) 813-7256

The following districts also have contracted out security services:

Romoland SD, California
Contact: Ronald Skumawitz
(909) 928-2900

Aurora Public Schools, Colorado
Contact: Dr. Dave Zeckser
(303) 344-8060

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Capital SD, Delaware
Contact: Joseph Crossen
(302) 672-1555

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Argo Community High SD #217, Illinois
Contact: Bob Koch
(708) 728-3200

Matteson Elementary School District #159, Illinois
Contact: Thomas Mullins
(708) 720-1300

Niles Township High SD #219, Illinois
Contact: D.E. Benere
(708) 965-9350

Plainfield Community Consolidated SD #202, Illinois
Contact: David Stanfield
(815) 439-3240

Thornton Township High SD #205, Illinois
Contact: Gary Catalani
(708) 225-4044

Royal Valley USD #337, Kansas
Contact: Marceta Reilly
(913) 966-2246

Attleboro Public Schools, Massachusetts
Contact: Joel Lovering
(508) 222-0012 x121

Springfield Public Schools, Massachusetts
Contact: Teresa Regina
(413) 787-7183

Waverly Community Schools, Michigan
Contact: Peggy Starr
(517) 321-7265

St. Paul SD #625, Minnesota
Contact: Greg Filice
(612) 293-5109

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

East Orange Board of Educ, New Jersey
Contact: Mark Kramer
(201) 266-5700

Lindenwold Boro SD, New Jersey
Contact: Herbert Johnson
(609) 784-4071

Alamogordo Public Schools, New Mexico
Contact: Stan Rounds
(505) 439-3270

Pojoaque Valley Schools, New Mexico
Contact: Art Blea
(505) 455-2282

Longwood Central SD, New York
Contact: Joel Palmer
(516) 345-2784

Pittsford Central SD, New York
Contact: Everett Larribee
(716) 381-9940

Southern Westchester BOCES, New York
Contact: Helene Hanson
(914) 937-3820

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Williamsville Central SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Nash-Rocky Mount Schools, North Carolina
Contact: (919) 459-5220

Perquimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Mentor Exempted Village SD, Ohio
Contact: John R. Rose
(216) 974-5225

Metro Area Vocational-Technical, Oklahoma
Contact: Tom McConnell
(405) 424-8324 x405

Lincoln County SD, Oregon
Contact: Skip Liebertz
(503) 265-4401

Salem-Keizer SD #24J, Oregon
Contact: Ron Turner
(503) 399-3036

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Pine-Richland SD, Pennsylvania
Contact: Ed Sarver
(412) 443-7276

Coventry Public Schools, Rhode Island
Contact: William Potter
(401) 822-9400

Plainview ISD, Texas
Contact: Dr. Dennis Townsends
(806) 296-4000

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7876

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Beloit SD, Wisconsin
Contact: Richard Peterson
(608) 364-6015

Technology for Administration

School districts across the country are turning to technology to streamline recordkeeping, to increase the security and confidentiality of student records, and to enhance the administrative process.

Consultants have enabled this district to establish goals for technology use. This has had a positive financial impact, streamlined procedures, and increased ability to access information.

Orange County Board of Education, California
Contact: David Maroni
or Nina Young
(714) 966-4181 or -4050

The district contracted with a consultant to conduct a five-year study of the district's technology needs.

Hillsborough County SD, Florida
Contact: Larry Nans
(813) 272-4795

The district contracted for computer installation and networking as a turn-key operation.

Boyne City Public Schools, Michigan
Contact: Robert Nakoneczny
(616) 582-6503

A computer consultant provides purchasing, payroll, and financial management for the school district.

East Jasper SD, Mississippi
Contact: Gwendolyn Taylor
(601) 787-3281

This district has contracted with a communications firm to wire all facilities for voice and data communications.

Lincoln Public Schools, Nebraska
Contact: Cliff Dale
(402) 436-1635

> *We had two very successful experiences because we were very clear about what we wanted done, why we wanted it done, and how we would know that we had completed what we set out to do.*
>
> — from the NSBA survey

Various consultants have developed administrative and instructional computer systems for this district, and provided staff training.

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

This district has used consultants to choose and use technology for administrative and instructional purposes.

Cumberland County Schools, Virginia
Contact: Rick Pirkey
(804) 492-4212

The following districts also are turning to private firms to help them use technology in achieving organizational effectiveness.

Chatham SD, Alaska
Contact: Gordon Castanza
(907) 788-3302

Kyrene Schools, Arizona
Contact: David Lutkemeier
(602) 496-4642

Romoland SD, California
Contact: Ronald Skumawitz
(909) 928-2900

San Leandro USD, California
Contact: Thomas Himmelberg
(510) 667-3536

Cheshire Public Schools, Connecticut
Contact: Dr. Ralph Wallace
(203) 250-2400

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Wilton Pulbic Schools, Connecticut
Contact: Dave Clune
(203) 762-3381

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Niles Township High SD, Illinois
Contact: D.E. Benere
(708) 965-9350

Thornton Township High SD #205, Illinois
Contact: Gary Catalani
(708) 225-4044

Osborne USD #392, Kansas
Contact: Dr. Duane Much
(913) 346-2145

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Pickney Community Schools, Michigan
Contact: Dr. Robert Roy
(313) 878-3115

Duluth Public Schools, Minnesota
Contact: Lucas Houx
(218) 723-4102

Wentzville SD R-IV, Missouri
Contact: Richard Place
(314) 327-3800

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Lincoln County SD, Nevada
Contact: Vaughn Higbee
(702) 728-4471

White Pine County SD, Nevada
Contact: (702) 289-4851

Lower Township Board of Educ, New Jersey
Contact: Michael Foster
(609) 884-9400

Alamogordo Public Schools, New Mexico
Contact: Stan Rounds
(505) 439-3270

Los Alamos Public Schools, New Mexico
Contact: Cheryl Pongratz
(505) 662-4141

Longwood Central SD, New York
Contact: Joel Palmer
(516) 345-2784

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Williamsville Central SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Spring-Ford Area SD, Pennsylvania
Contact: Genevieve Coale
(610) 489-1666 x202

New Braunfels ISD, Texas
Contact: Dick Robinett
(210) 625-5745

King William County Public Schools, Virginia
Contact: (804) 769-3436

Norfolk Public Schools, Virginia
Contact: Dr. Forrest R. White
(804) 441-2711

Kent SD, Washington
Contact: Elaine Collins or Jim Hager
(206) 813-7218

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Janesville SD, Wisconsin
Contact: David Midjinovich
(608) 758-6400

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Transportation and Bus/Vehicle Maintenance

This district has school bus and plane contracts with private contractors.

Bristol Bay Borough SD, Alaska
Contact: Richard Leath
(907) 246-4225

The district contracted with private bus companies to transport students to and from school, enabling the district to transport all students.

San Diego City Schools, California
Contact: Fred Selleck
(619) 293-8047

A private bus company develops this district's bus routes and schedules, and transports students.

Middletown Public Schools, Connecticut
Contact: Dr. David Larson
(203) 638-1401

Private vendors provide transportation services for approximately 60 percent of this school district's bus routes. The other routes are handled by district bus drivers.

Red Clay Consolidated SD, Delaware
Contact: John Fleckenstein
(302) 322-2260

This school district has discontinued its private vendor transportation contract after determining that district-supplied transportation was more cost-effective.

Clark County SD # 161, Idaho
Contact: Delbert McFadden
(208) 374-5215

Contracting with a private bus company for transportation services has allowed the district to lower costs and reduce administrative time.

Lawrenceburg Community Schools, Indiana
Contact: Bill McClure
(812) 537-7202

Contracting for bus/vehicle maintenance keeps all district vehicles and buses in good running condition.

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

Bus contractors own their own buses in this district, saving the district the expense of maintenance.

St. Mary's County Board of Educ, Maryland
Contact: Robert Kirkley
(301) 475-4250

This district contracts out the bus transportation for special education students.

Somerville School Dept., Massachusetts
Contact: Tony Caliri
(617) 625-6600

District transportation has been contracted to a private firm. The benefits include: streamlining of administrative duties; customized routes for increased service to students; and cost savings.

Kirkwood SD R-7, Missouri
Contact: Dr. Joyce West
(314) 965-9518

By contracting for transportation services, this school district pays for services rendered without the need for staff and physical plant. The contractor is selected via competitive bid for services.

Papillion LaVista Public Schools, Nebraska
Contact: Steve Coleman
(402) 339-3411

Privatized transportation has saved $300,000 per year, reduced administrative time involved, and reduced board time involved.

Sanborn Regional SD, New Hampshire
Contact: Dr. Maryann Clancy
(603) 642-3688

The district uses private transportation companies only for field trips.

North Wildwood SD, New Jersey
Contact: Brian Robinson
(609) 522-1454

This district's transportation service is provided by the coordinated efforts of the city bus system and a private contractor.

Grand Forks SD #1, North Dakota
Contact: Rolland Scott
(701) 746-2220

Contracting transportation services proved successful in lowering costs and reducing administrative headaches, but food services and custodial maintenance remain in-house activities because of concerns for maintaining high quality services.

—from the NSBA survey

Privatized transportation provides improved efficiency, safety, and cost effectiveness for the school district.

Coventry Public Schools, Rhode Island
Contact: William Lyons
(401) 822-9400

This district has contracted out student transportation for one year.

Weslaco ISD, Texas
Contact: Andres Noriega
(210) 969-6522

The following districts also have elected to achieve cost savings and increase efficiency by contracting out transportation services:

Kyrene Schools, Arizona
Contact: Jeff Riddle
(206) 339-4200

Miami Area USD #40, Arizona
Contact: Dr. Stephen Blazivich
(520) 425-3271

Nogales USD #1, Arizona
Contact: Anita Lechter
(520) 287-0800

Culver City USD, California
Contact: Curt Dethmeyer
(310) 842-4221

Orange County Board of Educ, California
Contact: Anita Moon
(714) 966-4214

Rialto USD, California
Contact: David Capelouto
(909) 820-7700

Riverside USD, California
Contact: David Bail
(909) 788-7470

Romoland SD, California
Contact: Ronald Skumawitz
(909) 928-2900

Aurora Public Schools, Colorado
Contact: Dr. Dave Zeckser
(303) 344-8060

Cheshire Public Schools, Connecticut
Contact: Dr. Ralph Wallace
(203) 250-2400

Wilton Public Schools, Connecticut
Contact: Elizabeth Quinn
(203) 762-3381

Cape Henlopen SD, Delaware
Contact: Greg Weer
(302) 645-6686

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Gooding Joint SD #231, Idaho
Contact: Roger Cheney
(208) 934-4666

Addison SD #4, Illinois
Contact: (708) 628-2505

Argo Community High SD #217, Illinois
Contact: Bob Koch
(708) 728-3200

Arlington Heights Community Consolidated SD #59, Illinois
Contact: Robert Howard
(708) 593-4310

DeKalb Community Unit SD #428, Illinois
Contact: Andy Weiland
(815) 754-2350

Downers Grove Grade SD #58, Illinois
Contact: Daniel Foote
(708) 719-5829

East Maine SD #63, Illinois
Contact: Walter Korpan
(708) 299-1900

Evanston-Skokie Community Consolidated SD #65, Illinois
Contact: Dr. Yousef Yomtoob
(708) 492-5970

Hinsdale Township High SD #86, Illinois
Contact: Ed Hoster
(708) 655-6100

Joliet Township High SD #204, Illinois
Contact: (815) 727-6970

Matteson Elementary SD #159, Illinois
Contact: Thomas Mullins
(708) 720-1300

Niles Township High SD, Illinois
Contact: D.E. Benere
(708) 965-9350

Oak Lawn Community HSD #218, Illinois
Contact: (708) 424-2000

Sterling Community Unit SD #5, Illinois
Contact: Luke Glowiak
(815) 626-5050

Thornton Township High SD #205, Illinois
Contact: Gary Frisch
(708) 225-4029

Porter Township School Corporation, Indiana
Contact: Karen Wachter
(219) 464-3899

Council Bluff Community Schools, Iowa
Contact: Mike Bell
(712) 828-6418

Fort Dodge Community SD, Iowa
Contact: D.A. Haggard
(515) 574-5638

Marion ISD, Iowa
Contact: Mark Smith
(319) 377-4691

Olathe USD #233, Kansas
Contact: Dr. Bob Hull
(913) 780-7000

Spring Hill USD #230, Kansas
Contact: Bart Goering
(913) 592-7200

Wamego USD #320, Kansas
Contact: B.J. Eichem
(913) 456-7642

School Administrative District #55, Maine
Contact: David Brown
(207) 625-8683

Charles County Public Schools, Maryland
Contact: Joe Lavorgna
(301) 932-6610

Queen Anne's County Board of Educ, Maryland
Contact: Bernard Sadusky
(410) 758-2403

Attleboro Public Schools, Massachusetts
Contact: Joel Lovering
(508) 222-0012 x121

Boston Public Schools, Massachusetts
Contact: Lois Harrison
(617) 635-9050

Falmouth Public Schools, Massachusetts
Contact: Marc Dupuis
(508) 548-0151

Holyoke Public Schools, Massachusetts
Contact: John Pietrzykowski
(413) 534-2000

Randolph Public Schools, Massachusetts
Contact: Arthur Melia
(617) 961-6204

Springfield Public Schools, Massachusetts
Contact: Teresa Regina
(413) 787-7183

Flint SD, Michigan
Contact: James Yantz
(810) 760-1118

Grosse Pointe Public School System, Michigan
Contact: Christian Fenton
(313) 343-2048

Kent Intermediate SD, Michigan
Contact: Joseph Terhaar
(616) 365-0201

St. Paul SD #625, Minnesota
Contact: Harold Turnquist
(612) 293-5100

Ft. Zumwalt SD, Missouri
Contact: Genita Inman
(314) 272-6620

Maryville SD R-II, Missouri
Contact: Dr. Gary Bell
(816) 562-3255

Perry County SD #32, Missouri
Contact: Dr. Paul Turner
(314) 547-6588

Springfield Public Schools, Missouri
Contact: Conley Weiss
(417) 864-3841

Bozeman Public Schools, Montana
Contact: Steve Johnson
(406) 585-1510

> *We have successfully contracted student transportation and bus maintenance for nearly 30 years, and the food service program for four years. In the area of facilities maintenance, union contracts required that all current employees be utilized under any contracted out service. This effectively rendered the contractor powerless in many situations.*
>
> — from the NSBA survey

Lincoln Public Schools, Nebraska
Contact: Cliff Dale
(402) 436-1635

Omaha Public Schools, Nebraska
Contact: John Smith
(402) 557-2200

Westside Community Schools, Nebraska
Contact: Les Sleskek
(402) 390-2135

Clark County SD, Nevada
Contact: Dr. Robert McCord
(702) 799-5438

Storey County SD, Nevada
Contact: Ed Murkovich
(702) 847-0983

East Orange Board of Educ, New Jersey
Contact: Mark Kramer
(201) 266-5700

Lindenwold Boro SD, New Jersey
Contact: Herbert Johnson
(609) 784-4071

Lower Camden County Regional District #1, New Jersey
Contact: Dr. Rita Hanna
(609) 767-2850

Lower Township Board of Educ, New Jersey
Contact: Michael Foster
(609) 884-9400

Ridgewood Board of Educ, New Jersey
Contact: Dr. Fred Stokley
(201) 670-2700

Albuquerque Public Schools, New Mexico
Contact: Joe Vigil
(505) 256-4214

Pojoaque Valley Schools, New Mexico
Contact: Art Blea
(505) 455-2282

Ellenville Central Schools, New York
Contact: Nancy Bement-Chase
(914) 647-7100

Fairport Central SD, New York
Contact: Timothy McElheran
(716) 421-2015

Highland Falls/ Ft. Montgomery Central SD, New York
Contact: (914) 446-9575

Longwood Central SD, New York
Contact: Joel Palmer
(516) 345-2784

Odessa-Montour Central SD, New York
Contact: Don Gooley
(607) 594-3341

Skaneateles Central Schools, New York
Contact: Dale Bates
(315) 685-8361

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Williamsville Central SD, New York
Contact: Dr. Fran Murphy
(716) 626-8005

Wake County Public School System, North Carolina
Contact: William McNeil
(919) 850-1796

Columbus City SD, Ohio
Contact: Steve Vargo
(614) 365-5610

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Eastland Vocational SD, Ohio
Contact: Claude Groves
(614) 836-4530

Enid Public Schools, Oklahoma
Contact: Dr. G.K. Keithly
(405) 234-5270

Lincoln County SD, Oregon
Contact: Skip Liebertz
(503) 265-4401

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Central Bucks BOCES, Pennsylvania
Contact: Gene Able
(215) 345-1400

Colonial SD, Pennsylvania
Contact: William Gretton
(610) 834-1670

East Penn SD, Pennsylvania
Contact: Dr. James Vater
(610) 965-1535

Freedom Area SD, Pennsylvania
Contact: Dr. Ron Sofo
(412) 775-7641

Pine-Richland SD, Pennsylvania
Contact: Ed Sarver
(412) 443-7276

Pittsburgh SD, Pennsylvania
Contact: Richard Fellers
(412) 622-3845

Memphis City Schools, Tennessee
Contact: Ed Bumpus
(901) 325-5699

Austin ISD, Texas
Contact: Charles Akins
(512) 499-1706

Birdville ISD, Texas
Contact: Jay Thompson
(817) 831-5700

New Braunfels ISD, Texas
Contact: Dick Robinett
(210) 625-5745

Plainview ISD, Texas
Contact: Richard Watson
(806) 296-4002

Wichita Falls ISD, Texas
Contact: Jack Lary
(817) 720-3166

Ogden City Schools, Utah
Contact: Allan Kap
(801) 625-8765

Norfolk Public Schools, Virginia
Contact: Dr. Forrest White
(804) 441-2711

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Richmond Public Schools, Virginia
Contact: (804) 780-7700

Everett SD, Washington
Contact: Jeff Peddle
(206) 339-4200

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Beloit SD, Wisconsin
Contact: Richard Peterson
(608) 364-6015

Cedarburg SD, Wisconsin
Contact: Gail Latech
(414) 375-5206

Menomonie Area SD, Wisconsin
Contact: Wayne Dewey
(715) 232-1642

Menomonee Falls SD, Wisconsin
Contact: Wayne Stan
(414) 255-8440

Somerset SD, Wisconsin
Contact: Dianne Beeler
(715) 247-3313

Other

Asbestos

These school districts have contracted with private firms for asbestos surveys and/or removal.

Plummer-Worley Joint SD #44, Idaho
Contact: R. W. Singleton
(208) 686-1621

Wentzville SD, Missouri
Contact: Richard Place
(314) 327-3804

Hickory City Schools, North Carolina
Contact: Stuart Thompson
(704) 322-2855

Construction Engineering

This school district uses private contractors for deferred maintenance and construction.

Bakersfield City SD, California
Contact: John C. Bernard

Use of private consultants has enabled these school districts to obtain the latest in architectural and engineering design and trained personnel with fewer in-house costs.

Santa Clara County Board of Education, California
Contact: Andrea Leiderman
(408) 453-6501

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Albuquerque Public Schools, New Mexico
Contact: Mary Lee Martin
(505) 842-3633

The district contracts for renovation and remodeling services.

Southern Westchester BOCES, New York
Contact: Helene Hanson
(914) 937-3820

These school districts contract for construction program management.

Charlotte-Mecklenburg Schools, North Carolina
Contact: Susan Burgess
(704) 379-3820

Wake County Public Schools, North Carolina
Contact: Reiley Reiner
(919) 856-8000

Salem-Keizer SD #24-J, Oregon
Contact: Ron Turner
(503) 399-3036

Energy Management

A private contractor has provided a district-wide program for reducing energy consumption. The program has netted a cost avoidance of $1 million annually, funds that can now be used elsewhere in the school district.

Polk County SD, Florida
Contact: Bob Williams
(813) 534-0620

This district has achieved more than $1 million savings in energy cost avoidance over the last three years as a result of a contract with a private energy management firm.

Olathe USD #233, Kansas
Contact: Dr. Bob Hull
(913) 780-7000

> *A private contractor has helped our district achieve over $1 million in savings in energy cost avoidance over the last three years.*
>
> — from the NSBA survey

This district regulates energy use throughout the system using a private contractor.

Charles County Public Schools, Maryland
Contact: Joe Lavorgna
(301) 932-6610

These districts have contracted with private firms to obtain energy and utilities conservation in their facilities.

Hickory City Schools, North Carolina
Contact: Stuart Thompson
(704) 322-2855

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Legal Services

These districts contract with private attorneys for legal services.

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 349-7627

Storey County SD, Nevada
Contact: Ed Murkovich
(702) 847-0983

Washoe County SD, Nevada
Contact: Mary Nellgen
(702) 348-0302

Messenger/Mail Service

This district provides for mail and delivery services through a private contractor.

Southern Westchester BOCES, New York
Contact: Helene Hanson
(914) 937-3820

Print Services

These two districts have privatized district printing functions.

Marion ISD, Iowa
Contact: Mark Smith
(319) 377-4691

Everett SD, Washington
Contact: (206) 339-4234

Risk Management

A private contractor handles risk management for this school district.

Jefferson Parish Public School System, Louisiana
Contact: Frank Davis
(504) 329-7627

School Board Policy Review

The district uses a private contractor to review and update the school board policy manual.

Muncie Community Schools, Indiana
Contact: Dr. Jack Bowman
(317) 747-5205

INSTRUCTIONAL PROGRAMS

At-Risk Programs

Increasing numbers of school districts are exploring the advantages of contracting out expensive at-risk programs.

This district offers an ombudsman program for at-risk students.

Peoria USD, Arizona
Contact: Paul Koehler
(602) 486-6005

This district provides health and human services support for at-risk students.

Boston Public Schools, Massachusetts
Contact: Stanley Swartz
(617) 635-9050

> *Make positively sure that good, sound legal advice is obtained and carried out throughout the process.*
>
> — from the NSBA survey

An alternative program is offered for at-risk high school students through a contract with a private group.

Lincoln County SD, Oregon
Contact: Arlen Tieken
(503) 265-4407

The district is hiring an instructional assistant through another agency. In addition, a private drug and alcohol counselor works with students and parents/staff.

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

The district contracts with a local youth agency to provide educational programs and treatment services to at-risk adolescents.

Central Bucks BOCES, Pennslyvania
Contact: Robert Laws
(215) 345-1400

This school district blends private and public agency programs, and provides support for at-risk targeted families. The district also has an early intervention program — for ages 3-5 — that is completely subcontracted to a local child development center and Head Start.

Danville Area SD, Pennsylvania
Contact: Thomas Farr
(717) 275-7576

A privately operated program provides an at-risk student assistance counselor in this school district.

Birdville ISD, Texas
Contact: Richard Kelley
(817) 831-5700

This school district provides alternative programs for drop-outs through a private firm.

Houston ISD, Texas
Contact: Paul Ofield
(713) 892-6027

Alternative programs provide better control of the teaching and learning environment for at-risk students.

New Braunfels ISD, Texas
Contact: Karen Simpson
(210) 620-6200

For three years, this district has relied on a private contractor to provide an alternative school for expelled students.

Norfolk Public Schools, Virginia
Contact: Greta Gustavson
(804) 441-1427

The district contracts with a private company to provide an alternative school for at-risk, disruptive students.

Portsmouth City SD, Virginia
Contact: Darnelle Johnson
(804) 393-5231

This district contracts with private and public agencies to provide alternative education programs.

York County Schools, Virginia
Contact: Dr. Richard Lewis
(804) 898-0310

The school district contracts with multiple-service providers to serve at-risk students, and to provide educational services to high medical risk students and/or juvenile offenders.

Spokane SD, Washington
Contact: Mike Ainsworth or Ed Gaffney
(509) 353-4414 or 3783

The following districts also offer privatized services for their at-risk students:

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Baltimore City Public Schools, Maryland
Contact: Juanita Lewis
(410) 396-8709

Boyne City Public Schools, Michigan
Contact: Robert Nakonecmy
(616) 582-6503

White Pine County SD, Nevada
Contact: (702) 289-4851

Albuquerque Public Schools, New Mexico
Contact: George Bello
(505) 842-3644

Carteret County Schools, North Carolina
Contact: Jane Alexander
(919) 728-4583

Portsmouth City SD, Ohio
Contact: Michael Osborne
(614) 354-5663

Freedom Area SD, Pennsylvania
Contact: Dr. Ron Sofo
(412) 775-7641

Austin ISD, Texas
Contact: Dr. Kay Psencik
(512) 499-1706

Northampton County Public Schools, Virginia
Contact: Nancy Freeze
(804) 678-0453

Charter Schools

The following school districts are operating charter schools:

San Diego City Schools, California
Contact: Ruben Carriedo
(619) 293-8047

Pueblo SD #70, Colorado
Contact: John Mikubes
(719) 542-0224

Springfield Public Schools, Massachusetts
Contact: Teresa Regina
(413) 787-7183

Curriculum Design

The district has contracted privately to teach curriculum design, and to provide in-service training for secondary school teachers.

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7876

This district utilizes consultant services to assist teachers in designing integrated curriculum units of instruction.

Quantico Dependents Schools, Virginia
Contact: Richard Colburn
(703) 640-0888

> *The right contractor will make the district look good; the wrong one will be more of a problem than doing it yourself.*
>
> —from the NSBA survey

A private consultant assists the district's staff in procedures to develop and establish standards for outcome-based education curriculum.

Fremont County SD #21, Wyoming
Contact: Mary Kuester
(307) 332-2380

Other school districts seeking the expertise of outside curriculum design companies to help meet the needs of the district and/or specific groups of students are:

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Oxford USD #358, Kansas
Contact: Patty Faircloth
(316) 455-2227

Jefferson County Public Schools, Kentucky
Contact: Stephen Daeschner
(502) 485-3251

Perquimans County Schools, North Carolina
Contact: John Boyce
(919) 426-5241

Sheboygan Area SD, Wisconsin
Contact: William Hittman
(414) 459-3511

Driver Education

The district contracts out driver education. Since this is a parent-pay program, there is no cost to the district.

Papillion LaVista Public Schools, Nebraska
Contact: Dennis Smith
(402) 339-0405

The driver education program in this district is offered by a private contractor in the summer only.

Ellenville Central Schools, New York
Contact: Robert Klein
(914) 647-7100

The driver education program is contracted privately, allowing it to be presented in a more timely fashion, and saving the district money.

Columbus County Schools, North Carolina
Contact: Keith Jefferson
(910) 642-5168

The following districts also have found that it is cheaper to contract out driver education rather than keeping full-time driver education staff and equipment:

Longwood Central SD, New York
Contact: Joel Palmer
(516) 345-2784

Carteret County Schools, North Carolina
Contact: Jane Alexander
(919) 728-4583

Charlotte-Mecklenburg Schools, North Carolina
Contact: Susan Burgess
(704) 379-7000

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Central Dauphin SD, Pennsylvania
Contact: Carolyn Dumaresq
(717) 545-4703

Coventry Public Schools, Rhode Island
Contact: William Potter
(401) 822-9400

The district uses a private contractor to offer a before-school foreign language program for elementary students. The program has enhanced the regular foreign language classes.

— from the NSBA survey

ESL/Bilingual Education

As America's population becomes increasingly diverse, its schools have had to try to assimilate a rapidly growing number of limited-English-speaking students. Many school districts find that having a bilingual staff is necessary, but others find it less expensive to contract with private ESL teachers.

This district has contracted services to provide Spanish language and bilingual methodology training for teachers.

Lennox SD, California
Contact: Dr. Bruce McDaniel
(310)330-4950

This district has contracted privately to provide ESL teaching for limited-English-speaking students.

Carteret County Schools, North Carolina
Contact: Jane Alexander
(919) 728-4583

Foreign Language Classes

In cooperation with a community college, this school district provides students in grades K-5 with an opportunity to enroll in before-school foreign language instruction in Spanish and French. This program is in addition to the regular school foreign language program for grades 5-8, which includes Latin, French, German, Japanese, and Spanish.

Wilmette Public SD #39, Illinois
Contact: Joan O'Malley
(708) 256-0211

Rather than keeping foreign language instructors on staff, some school districts — particularly smaller districts — find that it is cost effective to use the expertise of private instructors or companies. In an effort to save money for the school district, these districts have turned to privatization for foreign language instruction:

Wilton Public Schools, Connecticut
Contact: Dave Clune
(203) 762-3381

Kewanee Community Unit SD #229, Illinois
Contact: Donald Billiet
(309) 853-3341

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Pine-Richland SD, Pennsylvania
Contact: Ed Sarver
(412) 443-7276

Remedial Education

Privatization of special programs such as remedial education have proved to be more cost effective for some school districts than retaining full-time or part-time personnel on district staffs. These school districts have opted to contract out their remedial education programs:

Hartford Board of Educ, Connecticut
Contact: Ted Carroll
(203) 722-8510

Harvey Public SD #152, Illinois
Contact: Betty Owens
(708) 333-0300

Baltimore City Public Schools, Maryland
Contact: Juanita Lewis
(410) 396-8709

Boyne City Public Schools, Michigan
Contact: Robert Nakoneczny
(616) 582-6503

King William County Public Schools, Virginia
Contact: (804) 769-3434

Science Instruction

A few school districts are contracting with private instructors or companies to provide instruction in specific curricular areas, such as science, foreign languages, even mathematics. These two districts work with private companies to improve the content of their science programs.

Lennox SD, California
Contact: Bruce McDaniel
(310) 330-4950

Kewanee Community Unit SD #229, Illinois
Contact: Donald Billiet
(309) 853-3341

Special Education

In this school district, all special education services, such as speech therapists, school psychologists, and physical therapists are provided through private contracts.

Bristol Bay Borough SD, Alaska
Contact: Richard Leath
(907) 246-4225

An agreement with a special education association provides programs for students who cannot be adequately served by the district.

Window Rock USD #8, Arizona
Contact: Velma Spencer
(602) 729-5704 or 5705

Contracting out at-risk programs has allowed this district to serve more students more effectively.

Hartford Board of Educ, Connecticut
Contact: June Wilkins
(203) 525-1431

The district has contracted physical therapists and occupational therapists for ESE students.

School Board of Lee County, Florida
Contact: Dr. Larry Tihen
(813) 337-8280

The district has hired private contractors for ESE programs in speech therapy and physical therapy.

District School Board of Pasco County, Florida
Contact: Oma Pantridge
(813) 996-3600 x2600

The district has contracted for physical therapy for orthopedically handicapped students.

Walker County SD, Georgia
Contact: Ann Caughlon Roote
(706) 638-1240

The district has contracted for special speech and hearing services.

Gooding Joint SD #231, Idaho
Contact: Henry Kilmer
(208) 934-4321

School psychologists, nurses, and counselors have been employed on a contractual basis in this school district.

Harvey Public SD #152, Illinois
Contact: Ernest David
(708) 333-0300

The district has contracted to provide special education pre-school, and occupational and physical therapy.

Muncie Community Schools, Indiana
Contact: Janet McShurley
(317) 747-5448

The district contracts with private therapists for handicapped students.

Johnson County Schools, Kentucky
Contact: Carol Sturgill
(606) 789-2530

A contractor provides speech therapy, physical therapy, and psychiatric counseling.

Boston Public Schools, Massachusetts
Contact: Gail Bernstein
(617) 635-9700

The district contracts for therapists for autistic children.

Ridgewood Board of Educ, New Jersey
Contact: John Campion
(201) 670-2700

Private contractors provide services for speech and language therapy, physical therapy, and occupational therapy.

Albuquerque Public Schools, New Mexico
Contact: Steve Moody
(505) 842-3752

The district offers privatized services for occupational therapy, physical therapy, and speech therapy. The benefits are academic progress for the students, and consultative benefits for the staff.

Carteret County Schools, North Carolina
Contact: Brian Huckle
(919) 728-4583

The district contracts for psychological and evaluation services.

Perquimans County Schools, North Carolina
Contact: Brenda Terranova
(919) 426-5741

Interpretors are used for deaf students. These services give the district flexibility, depth, and manageability not available with limited district staff.

Toledo Public Schools, Ohio
Contact: (419) 729-8414

> *Some privatization looks cost-effective at first, but we have found in-house services are actually less expensive.*
>
> —from the NSBA survey

Consultant services are utilized to provide professional training for all special education staff in administration, and in interpretation of assessments.

Quantico Dependents School System, Virginia
Contact: Mrs. Beatrice Harnad
(703) 640-0888

The district offers some contracted services (physical therapy) through a public agency.

Menomonie Area SD, Wisconsin
Contact: Susan Churchill
(715) 232-1642

These districts have found contracting out their special education programs to be cost effective.

Chatham SD, Alaska
Contact: Gordon Castanza
(907) 788-3302

Florence USD, Arizona
Contact: Eric Jeffers
(520) 868-2300

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

East Maine SD #63, Illinois
Contact: Walter Korpan
(708) 299-1900

Wilmette Public SD #39, Illinois
Contact: Christine Daly
(708) 256-2450

Osborne USD #392, Kansas
Contact: Dr. Joseph Clouse
(913) 346-2145

Boyd County Schools, Kentucky
Contact: Dan Branham
(606) 928-4141

Springfield Public Schools, Masschusetts
Contact: Teresa Regina
(413) 787-7183

Boyne City Public Schools, Michigan
Contact: Robert Nakoneczmy
(616) 582-6503

St. Paul SD #625, Minnesota
Contact: Pat Fernandez
(612) 293-5100

Papillion LaVista Public Schools, Nebraska
Contact: Steve Coleman
(402) 339-3411

Alamogordo Public Schools, New Mexico
Contact: Mylinn Petillo
(505) 434-6124

Canandaiqua City SD, New York
Contact: (716) 396-3710

Southern Westchester BOCES, New York
Contact: Helene Hanson
(914) 937-3820

Valley Stream Central High SD, New York
Contact: Dr. Steven Goldberg
(516) 872-5610

Cumberland County Schools, North Carolina
Contact: Sara E. Piland
(910) 678-2303

Hickory City Schools, North Carolina
Contact: Nancy Williams
(704) 322-2855

Nash-Rocky Mount Schools, North Carolina
Contact: (919) 459-5220

East Cleveland City SD, Ohio
Contact: Stephen Chapnick
(216) 268-6575

Central Dauphin SD, Pennsylvania
Contact: Carolyn Dumaresq
(717) 545-4703

Freedom Area SD, Pennsylvania
Contact: Dr. Ron Sofo
(412) 775-7641

Coventry Public Schools, Rhode Island
Contact: William Potter
(401) 822-9400

Clarksville-Montgomery County Board of Educ, Tennessee
Contact: Jan Hodgson
(615) 648-5600

Austin ISD, Texas
Contact: Dr. Kay Psencik
(512) 499-1706

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7276

Portsmouth City Public Schools, Virginia
Contact: Richard Trumble
(804) 393-8742

Spokane SD, Washington
Contact: Walt Rulffes
(509) 353-3705

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8461

Teacher Aides

These school districts find that privatization of the teacher aides program saves time and money.

Osborne USD #392, Kansas
Contact: Dr. Duane Much
(913) 346-2145

Sanborn Regional SD, New Hampshire
Contact: James Doggett
(603) 642-3688

Sherwood SD, Oregon
Contact: Janice Bahns
(503) 625-8124

Technology for Instruction

By taking advantage of technology — everything from electronic mail to satellite communications to CD ROM — districts are changing the way teachers teach and students learn. But adapting to a new technological world can be a slow process, and many districts find the expertise of computer experts necessary.

For this district, computer labs have been installed in one school.

Hartford Board of Educ, Connecticut
Contact: Dwight Fleming
(203) 522-1281

The district has contracted with a consultant to conduct a five-year study of the district's technology needs.

Hillsborough County SD, Florida
Contact: Larry Nans
(813) 272-4795

This district has contracted out the installation and maintenance of its computer labs.

Lower Township Board of Educ, New Jersey
Contact: Barbara Dalrymple
(609) 898-9480

Technology consultants have improved competency levels of district teachers in the area of computers and software available for instruction.

Carteret County Schools, North Carolina
Contact: Mary Forrest
(919) 728-4583

The district has used various consulants to create both administrative and academic systems (hardware and software selection, as well as training).

East Cleveland City SD, Ohio
Contact: Nylajean McDaniel
(216) 268-6596

The district uses consultants for installation of technology for adminstrative and instructional use.

Cumberland County Schools, Virginia
Contact: Rick Pirkey
(804) 492-4212

Working with an outside agency, this district has established computer networking capabilities.

Fremont County SD #21, Wyoming
Contact: Jeff Bradley
(307) 332-2380

Other districts which utilize privatized expertise in establishing technology for instruction are:

Shelby County Board of Education, Alabama
Contact: Dr. Norman Rogers
(205) 669-5600

Florence USD, Arizona
Contact: Eric Kleinstein
(520) 868-2300

Lennox SD, California
Contact: Dr. Bruce McDaniel
(310) 330-4950

Romoland SD, California
Contact: Ronald Skumawitz
(909) 928-2900

School Board of Lee County, Florida
Contact: Dr. Michael Jones
(813) 334-1102

Polk County SD, Florida
Contact: Scott Clanton
(813) 534-0572

Plummer-Worley Joint SD #44, Idaho
Contact: R.W. Singleton
(208) 686-1621

Zion Elementary SD #6, Illinois
Contact: Barbara Christiansen
(708) 872-5455

Olathe USD #233, Kansas
Contact: Dr. Bob Hull
(913) 780-7000

Osborne USD #392, Kansas
Contact: Dr. Duane Much
(913) 346-2145

Boyne City Public Schools, Michigan
Contact: Robert Nakoneczmy
(616) 582-6503

Kent Intermediate SD, Michigan
Contact: Joseph Terhaar
(616) 365-2201

Royal Oak SD, Michigan
Contact: Anders Linell
(810) 435-8400 x214

Wentzville SD R-IV, Missouri
Contact: Richard Place
(314) 327-3800

Alamogordo Public Schools, New Mexico
Contact: Stan Rounds
(505) 439-3270

Valley Stream Central High SD, New York
Contact: Christine Cutting
(516) 791-0310

Carteret County Schools, North Carolina
Contact: Jane Alexander
(919) 728-4583

Pittsburgh SD, Pennsylvania
Contact: Karen McIntyre
(412) 338-8100

New Braunfels ISD, Texas
Contact: Dick Robinett
(210) 624-5745

Danville Public Schools, Virginia
Contact: Gwen Edwards
(804) 799-6400

Fairfax County Public Schools, Virginia
Contact: William Thomas
(703) 503-7580

King William County Public Schools, Virginia
Contact: (804) 769-3436

Menomonee Falls SD, Wisconsin
Contact: James Shaw
(414) 255-8440

Vocational Education

This district has contracted with a community college to provide vocational education.

Boulder Valley SD, Colorado
Contact: Lonnie Hart
(303) 447-5111

The district contracts out its cosmetology program.

St. Mary's County Board of Educ, Maryland
Contact: Steve Olczak
(301) 475-4221

These districts also have gained cost and personnel savings through private contractors.

Bridgeport-Spaulding Community SD, Michigan
Contact: L.J. Spencer
(517) 777-1770

Portsmouth City SD, Ohio
Contact: Michael Osborne
(614) 354-5663

Albany SD, Oregon
Contact: Robert Staliek
(503) 967-4511

Weber SD, Utah
Contact: Paul Ogden
(801) 476-7876

Other

Curriculum Audit

This school district has hired a private contractor to conduct a curriculum audit.

Perquimans County Schools, North Carolina
Contact: Randall Henion
(919) 426-5741

Testing

The district has contracted with a private firm to provide assistance for students preparing for standardized tests.

Argo Community High SD #217, Illinois
Contact: Bob Koch
(708) 728-3200

With the assistance of a private contractor, this district's staff developed a testing system that checks district goals and curriculum, and is aligned with state guidelines.

Lakeshore Public Schools, Michigan
Contact: Mary Coon
(616) 428-4800

CONSIDERING PRIVATIZATION

The following school districts are currently considering privatization of various school programs and/or services.

Bakersfiled City SD, California
Contact: John C. Bernard

Culver City USD, California
Contact: Curt Rethmeyer
(310) 842-4221

Lynwood USD, California
Contact: Audrey Chartre
(310) 886-1604

Rialto USD, California
Contact: David Capelouto
(909) 820-7712

San Diego City Schools, California
Contact: Ruben Carriedo
(619) 293-8047

Aurora Public Schools, Colorado
Contact: Dr. Dave Zeckser
(303) 344-8060

> *It is certainly worth the time and effort to explore privatization. It may prove to be worthwhile on occasion, but the private sector presents problems of its own.*
>
> — from the NSBA survey

Blackfoot SD #55, Idaho
Contact: (208) 785-8800

Crystal Lake Community Consolidated SD #47, Illinois
Contact: William Fetzner
(815) 459-6070

East Maine SD #63, Illinois
Contact: Walter Korpan
(708) 299-1900

Wamego USD #320, Kansas
Contact: B.J. Eichem
(913) 456-7642

Winfield USD #465, Kansas
Contact: Ken Young
(316) 221-5100

St. Mary's County Board of Educ, Maryland
Contact: Edward Fitzgerald
(301) 475-4221

Duluth Public Schools, Minnesota
Contact: Lucas Houx
(218) 723-4102

Crete Public Schools, Nebraska
Contact: Jody Isernhagen
(402) 826-5855

Highland Falls-Ft. Montgomery Central SD, New York
Contact: (914) 446-9575

Northeastern Clinton Central Schools, New York
Contact: Christopher Grandpre
(518) 298-8242

Enid Public Schools, Oklahoma
Contact: Dr. G. Keithly
(405) 234-5270

Jenks Public Schools, Oklahoma
Contact: Ben Maples
(918) 299-4411

Weatherford Public Schools, Oklahoma
Contact: Greg Moss
(405) 772-3327

Lynchburg City Schools, Virginia
Contact: Barry Campbell
(804) 522-3700 x104

OTHER RESPONDING DISTRICTS

The following school districts responded to the NSBA survey, reporting that they have not considered privatization of school district operations, programs or services.

Jefferson County Board of Educ, Alabama

Russell County Board of Educ, Alabama

Cartwright USD, Arizona

Red Rock Elementary SD, Arizona

Gravette Public SD, Arkansas

Fairfax SD, California

Rosedale Union Elementary SD, California

Stoney Creek Joint USD, California

Sylvan Union SD, California

Miami-Yoder Joint SD #60, Colorado

Clayton County SD, Georgia

Ware County Board of Educ, Georgia

Calumet City SD #155, Illinois

Casey-Westerfield Community Unit SD #C-4, Illinois

Rhodes SD, Illinois

Hubbard-Radcliffe Community SD, Iowa

Halstead USD #440, Kansas

Haysville USD #261, Kansas

Santa Fe Trail SD #434, Kansas

Wathena USD #406, Kansas

Bardstown ISD, Kentucky

Lincoln Parish SD, Louisiana

Blue Hills Regional Vocational SD, Massachusetts

South Tippah SD, Mississippi

Alliance SD, Nebraska

Bayard Public Schools, Nebraska

Elko County SD, Nevada

Mineral County SD, Nevada

Dora Consolidated Schools, New Mexico

Harborfields Central SD, New York

Hendrick Hudson SD, New York

Kenmore-Town of Tonowanda Public Schools, New York

Mahopac Central SD, New York

North Salem Central SD, New York

Public Schools of Robeson County, North Carolina

Rowan-Salisbury Schools, North Carolina

Findlay City Schools, Ohio

Salem SD, Ohio

South-Western City Schools, Ohio

Sycamore City SD, Ohio

Altus SD, Oklahoma

Multnomeh Educational Services District, Oregon

Fayetteville City Schools, Tennessee

San Antonio ISD, Texas

Seminole ISD, Texas

Southampton County Public Schools, Virginia

Cape Flattery SD, Washington

Toppenish SD, Washington

Manston SD, Wisconsin

Northland Pines SD, Wisconsin

SECTION III

School District Information

This section contains information provided by the school districts that responded to the NSBA privatization survey, including:

- Name of school district,
- School district address,
- School district enrollment, and
- Type of community in which the district is located (urban, suburban or rural).

School districts are listed alphabetically by state and, within each state, alphabetically by school district name.

Section III also serves as an index to Sections I and II. Turn to Section II for program descriptions, along with the names and telephone numbers of district contacts for each of the program areas listed in this book.

Section III can also assist school board members and other education leaders in learning which, if any, similar districts are contracting out to best serve the students of their districts.

For example, readers might look in this section to locate other schools in their state and/or of similar size that have considered privatization of programs and/or services, then turn to the appropriate references in Section II.

ALABAMA

Alexander City Board of Educ
P. O. Box 1205
Alexander City, AL 35011
Enrollment: 3,800
Rural
Page 30

Jefferson County Board of Educ
2100 18th Street, South
Birmingham, AL 35209
Enrollment: 40,496
Urban
Page 59

Russell County Board of Educ
P. O. Box 400
Phenix City, AL 36868-0400
Enrollment: 3,775
Rural
Page 59

Shelby County Board of Educ
410 East College Street
Columbiana, AL 35051-9301
Enrollment: 18,000
Suburban
Pages 39, 57

ALASKA

Bristol Bay Borough SD
P. O. Box 169
Naknek, AK 99633-0169
Enrollment: 271
Rural
Pages 27, 43, 54

Chatham SD
P. O. Box 109
Angoon, AK 99820-0109
Enrollment: 400
Rural
Pages 17, 23, 27, 42, 55

ARIZONA

Cartwright USD #83
3401 North 67th Avenue
Phoenix, AZ 85033-4517
Enrollment: 14,609
Urban
Page 59

Florence USD #1
P. O. BOx 829
Florence, AZ 85232-0829
Enrollment: 1,056
Rural
Pages 23, 27, 30, 55, 57

Kyrene Schools
8700 South Kyrene Road
Tempe, AZ 85284
Enrollment: 16,000
Suburban
Pages 14, 23, 30, 33, 35, 36, 42, 45

Miami Area USD #40
P. O. Drawer H
Miami, AZ 85539-0737
Enrollment: 1,952
Rural
Pages 30, 35, 45

Nogales USD #1
310 West Plum Street
Nogales, AZ 85621-2613
Enrollment: 6,000
Suburban
Pages 2, 23, 30, 45

Peoria USD
6330 W. Thunderbird Road
Glendale, AZ 85306
Enrollment: 27,000
Suburban
Pages 12, 23, 30, 50

Red Rock Elementary SD #5
P. O. Box 1010
Red Rock, AZ 85245-1010
Enrollment: 80
Rural
Page 59

ARIZONA, continued

Tucson USD #1
1010 East 10th Street
P.O. Box 40400
Tucson, AZ 85717-0400
Enrollment: 62,000
Urban
Page 20

Window Rock USD #8
P. O. Box 559
Fort Defiance, AZ 86504-0559
Enrollment: 3,173
Rural
Pages 28, 54

ARKANSAS

Gravette Public SD
P. O. Box 480
Gravette, AR 72736-0480
Enrollment: 1,200
Rural
Page 59

CALIFORNIA

Bakersfield City SD
1300 Baker Street
Bakersfield, CA 93305-4326
Enrollment: 25,971
Urban
Pages 49, 58

Culver City USD
4034 Irving Place
Culver City, CA 90232-2810
Enrollment: 4,535
Suburban
Pages 45, 58

Fairfax SD
1500 South Fairfax Road
Bakersfield, CA 93307-3152
Enrollment: 1,262
Suburban
Page 59

CALIFORNIA, continued

Huntington Beach Union High SD
10251 Yorktown Avenue
Huntington Beach, CA
Enrollment: 13,000
Suburban
Pages 13, 26, 33, 37, 38

Lennox SD
10319 South Firmona Avenue
Lennox, CA 90304-1419
Enrollment: 5,835
Urban
Pages 16, 36, 53, 54, 57

Lynwood USD
11331 Plaza Street
Lynwood, CA 90262-3224
Enrollment: 13,897
Suburban
Pages 23, 30, 58

Orange County Board of Educ
200 Kalmus Drive
P. O. Box 9050
Costa Mesa, CA 92628-9050
Enrollment: 1,276
Suburban
Pages 14, 16, 19, 23, 33, 37, 42, 45

Rialto USD
182 East Walnut Avenue
Rialto, CA 92376-3598
Enrollment: 22,990
Suburban
Pages 45, 58

Riverside USD
3380 14th Street
P. O. Box 2800
Riverside, CA 92516-2800
Enrollment: 34,232
Urban
Pages 19, 23, 45

Romoland SD
25890 Antelope Road
Romoland, CA 92585
Enrollment: 974
Rural
Pages 23, 39, 40, 42, 45, 57

CALIFORNIA, continued

Rosedale Union Elementary SD
2553 Old Farm Road
Bakersfield, CA 93312-3531
Enrollment: 3,000
Suburban
Page 59

San Diego City Schools
4100 Normal Street
San Diego, CA 92103-2653
Enrollment: 128,082
Urban
Pages 16, 18, 19, 44, 51, 58

San Leandro USD
14735 Juniper Street
San Leandro, CA 94579-1222
Enrollment: 6,606
Suburban
Pages 27, 35, 37, 38, 42

Santa Clara County Board of Education
100 Skyport Drive
San Jose, CA 95110-1301
Enrollment: 225,000
Urban
Page 49

Stony Creek Joint USD
300 Sanhedrin Road
P. O. Box 68
Elk Creek, CA 95939-0068
Enrollment: 200
Rural
Page 59

Sylvan Union SD
605 Sylvan Avenue
Modesto, CA 95350-1517
Enrollment: 6,300
Urban
Page 59

COLORADO

Aurora Public Schools
1085 Peoria Street
Aurora, CO 80011-6203
Enrollment: 27,200
Urban
Pages 23, 40, 45, 58

COLORADO, continued

Boulder Valley SD
6500 E. Arapahoe
Boulder, CO 80301
Enrollment:
Suburban
Pages 14, 58

El Paso County SD #8
425 West Alabama Avenue
Fountain, CO 80817-1703
Enrollment: 4,000
Suburban
Pages 17, 20, 28

Ignacio SD 11JT
P. O. Box 460
Ignacio, CO 81137-0460
Enrollment: 990
Rural
Pages 30, 35

Mapleton Public Schools
591 East 80th Avenue
Denver, CO 80229-5806
Enrollment: 4,741
Suburban
Page 20

Miami/Yoder Joint SD #60
420 South Rush Road
Rush, CO 80833-9801
Enrollment: 226
Rural
Page 59

Pueblo County SD #70
24951 East U.S. Highway 50
Pueblo, CO 81006-2027
Enrollment: 4,594
Suburban
Pages 18, 52

CONNECTICUT

Cheshire Public Schools
29 Main Street
Cheshire, CT 06410-2405
Enrollment: 4,400
Rural
Pages 15, 23, 38, 42, 45

CONNECTICUT, continued

Danbury Public Schools
63 Beaver Brook Road
Danbury, CT 06810-6212
Enrollment: 8,700
Urban
Pages 4, 23, 28

Groton Public Schools
P. O. Box K
Groton, CT 06340-1411
Enrollment: 5,985
Suburban
Page 20

Hartford Board of Educ
249 High Street
Hartford, CT 06103
Enrollment: 25,000
Urban
Pages 1, 6, 14, 23, 27, 35, 37, 38, 39, 40, 42, 51, 52, 53, 54, 56

Middletown Public Schools
311 Hunting Hill Avenue
Middletown, CT 06457-4333
Enrollment: 4,446
Suburban
Pages 23, 28, 44

Montville Public Schools
Old Colchester Road
Oakdale, CT 06370
Enrollment: 2,684
Rural
Page 23

Wilton Public Schools
395 Danbury Road
Wilton, CT 06897
Enrollment: 2,983
Suburban
Pages 13, 15, 19, 27, 30, 33, 38, 42, 45, 53

DELAWARE

Cape Henlopen SD
1270 Kings Highway
Lewes, DE 19956
Enrollment: 4,100
Rural
Pages 33, 45

DELAWARE, continued

Capital SD
945 Forest Street
Dover, DE 19904
Enrollment: 6,272
Suburban
Pages 15, 17, 19, 40

Red Clay Consolidated SD
1400 Washington Street
P. O. Box 869
Wilmington, DE 19899-0869
Enrollment: 14,358
Suburban
Page 44

FLORIDA

Dade County Public Schools
1450 N.E. Second Avenue
Miami, FL 33132-1308
Enrollment: 321,955
Urban
Pages 1, 34, 36

Hillsborough County SD
P. O. Box 3408
Tampa, FL 33601-3408
Enrollment: 119,347
Urban
Pages 15, 23, 42, 56

School Board of Lee County
2055 Central Avenue
Fort Myers, FL 33901-3988
Enrollment: 42,962
Urban
Pages 14, 19, 30, 34, 37, 39, 42, 45, 54, 57

Okeechobee County SD
100 Southwest Fifth Avenue
Okeechobee, FL 34974-4221
Enrollment: 5,800
Rural
Page 18

Orange County Public Schools
445 West Amelia Street
Orlando, FL 32801-1127
Enrollment: 131,337
Urban
Pages 15, 23, 39

FLORIDA, continued

Palm Beach County SD
3300 Forest Hill Boulevard
West Palm Beach, FL 33406-5869
Enrollment: 104,000
Urban
Page 23

District School Board
of Pasco County
7227 Land O'Lakes Boulevard
Land O'Lakes, FL 34639
Enrollment: 40,000
Suburban
Pages 5, 23, 54

Polk County SD
P. O. Box 391
Bartow, FL 33831
Enrollment: 75,000
Suburban
Pages 14, 15, 17, 18, 20, 27, 30, 34, 37, 39, 40, 42, 45, 49, 51, 55, 57

GEORGIA

Clayton County SD
120 Smith Street
Jonesboro, GA 30236-3539
Enrollment: 40,000
Urban
Page 59

Oconee County Schools
P. O. Box 146
Watkinsville, GA 30677-0146
Enrollment: 4,024
Suburban
Page 23

Walker County SD
201 South Duke Street
P. O. Box 29
LaFayette, GA 30728-2907
Enrollment: 9,016
Rural
Pages 23, 34, 37, 54

Ware County Board of Educ
P. O. Box 1789
Waycross, GA 31502-1789
Enrollment: 6,700
Suburban
Page 59

IDAHO

Blackfoot SD #55
270 East Bridge Street
Blackfoot, ID 83221-2865
Enrollment: 4,488
Rural
Pages 23, 58

Clark County SD #161
P. O. Box 237
Dubios, ID 83423-0237
Enrollment: 190
Rural
Pages 21, 44

Gooding Joint SD #231
507 Idaho Street
Gooding, ID 83330-1260
Enrollment: 1,209
Rural
Pages 45, 54

Plummer-Worley Joint SD #44
1157 "E" Street, Box 130
Plummer, ID 83851
Enrollment: 500
Rural
Pages 23, 35, 48, 57

ILLINOIS

Addison SD #4
222 North Kennedy Drive
Addison, IL 60101-2400
Enrollment: 3,472
Suburban
Pages 23, 28, 45

Argo Community High SD #217
7329 West 63rd Street
Summit, IL 60501-1817
Enrollment: 1,450
Suburban
Pages 17, 23, 30, 40, 45, 58

Arlington Heights Community
Consolidated SD #59
2123 S. Arlington Heights Road
Arlington Heights, IL 60005
Enrollment: 5,851
Suburban
Pages 15, 30, 35, 45

ILLINOIS, continued

Calumet City SD #155
Superior and Memorial Drive
Calumet City, IL 60409
Enrollment: 950
Suburban
Page 59

Casey-Westfield Community Unit SD
P. O. Box 100
502 East Delaware Street
Casey, IL 62420-0100
Enrollment: 1,192
Rural
Page 59

Coal City Community Unit SD #1
100 South Baima Street
Coal City, IL 60416-1663
Enrollment: 1,575
Rural
Pages 15, 18

Crystal Lake Community Consolidated SD #47
221 Liberty Road
Crystal Lake, IL 60014-8032
Enrollment: 6,778
Rural
Pages 28, 30, 58

DeKalb Community Unit SD #428
901 South 4th Street
DeKalb, IL 60115-3215
Enrollment: 4,083
Rural
Page 45

Downers Grove Grade SD #58
1860 63rd Street
Downers Grove, IL 60516-2471
Enrollment: 5,083
Suburban
Pages 23, 30, 45

East Maine SD #63
10150 Dee Road
Des Plaines, IL 60016-1512
Enrollment: 3,532
Suburban
Pages 30, 45, 55, 59

ILLINOIS, continued

Evanston-Skokie Community Consolidated SD #65
1314 Ridge Avenue
Evanston, IL 60201-4132
Enrollment: 6,654
Suburban
Pages 23, 30, 45

Harvey Public SD #152
15147 Myrtle Avenue
Harvey, IL 60426-3121
Enrollment: 3,461
Suburban
Pages 8, 24, 31, 37, 53, 54

Hinsdale Township High SD #86
55th and Grant Streets
Hinsdale, IL 60521
Enrollment: 3,456
Suburban
Pages 6, 24, 28, 45

Joliet Township High SD #204
201 East Jefferson
Joliet, IL 60432-2841
Enrollment: 4,330
Urban
Pages 24, 31, 45

Kewanee Community Unit SD #229
210 Lyle Street
Kewanee, IL 61443-2951
Enrollment: 1,945
Rural
Pages 53, 54

Laraway Community Consolidated SD #70-C
275 Laraway Road
Joliet, IL 60436-9544
Enrollment: 402
Rural
Page 24

Mascoutah Community Unit SD #19
720 West Harnett Street
Mascoutah, IL 62258-1121
Enrollment: 3,100
Rural
Page 21

ILLINOIS, continued

Matteson Elementary SD #159
6131 Allemong Drive
Matteson, IL 60443-1061
Enrollment: 1,560
Suburban
Pages 14, 31,40, 46

Niles Township High SD #219
7700 Gross Point Road
Skokie, IL 60077-2614
Enrollment: 3,547
Suburban
Pages 24, 31, 40, 43, 46

Oak Lawn Community High SD #218
10701 South Kilpatrick Avenue
Oak Lawn, IL 60453-6203
Enrollment: 4,432
Suburban
Pages 31, 46

Plainfield Community Consolidated SD #202
611 West Fort Beggs Drive
Plainfield, IL 60544
Enrollment: 3,931
Suburban
Pages 27, 31, 40

Rhodes Elementary SD
8931 W. Fullerton Avenue
River Grove, IL 60171
Enrollment: 650
Suburban
Page 59

Sterling Community Unit SD #5
1800 Sixth Avenue
Sterling, IL 61081-1325
Enrollment: 3,921
Rural
Page 31, 46

Thornton Township High SD #205
151st and Broadway
Harvey, IL 60426
Enrollment: 6,321
Suburban
Pages 24, 31, 40, 42, 46

ILLINOIS, continued

Wilmette Public SD #39
615 Locust Road
Wilmette, IL 60091-2237
Enrollment: 3,200
Suburban
Pages 12, 15, 26, 53, 55

Zion Elementary SD #6
2200 Bethesda Boulevard
Zion, IL 60099-2352
Enrollment: 2,825
Urban
Pages 18, 57

INDIANA

Huntington City Community School Corporation
1360 North Warren Road
Huntington, IN 46750
Enrollment: 6,805
Rural
Page 24

Lawrenceburg Community School Corporation
1 Stadium Lane
Lawrenceburg, IN 47025-1624
Enrollment: 1,899
Suburban
Pages 3, 44

Muncie Community Schools
2501 North Oakwood
Muncie, IN 47304
Enrollment: 8,800
Urban
Pages 50, 54

Porter Township School Corporation
248 South 500 West
Valparaiso, IN 46383-9642
Enrollment: 1,389
Rural
Pages 17, 18, 46

School City of Whiting
1500 Center Street
Whiting, IN 46394-1751
Enrollment: 834
Urban
Pages 15, 17, 26, 31

IOWA

Burlington Community SD
1429 West Avenue
Burlington, IA 52601-4064
Enrollment: 5,744
Rural
Pages 24, 31

Council Bluffs Community SD
12 Scott Street
Council Bluffs, IA
Enrollment: 10,151
Suburban
Page 46

Fort Dodge Community SD
104 South 17th Street
Fort Dodge, IA 50501-5028
Enrollment: 4,698
Suburban
Pages 24, 31, 46

Hubbard-Radcliffe Community SD
200 West Chestnut Street
P. O. Box 129
Hubbard, IA 50122
Enrollment: 610
Rural
Page 59

Marion ISD
777 South 15th Street
Marion, IA 52302
Enrollment: 1,800
Suburban
Pages 3, 46, 50

Mason City Community Schools
1515 South Pennsylvania
Mason City, IA 50401-6041
Enrollment: 4,760
Rural
Page 21

Saydel Consolidated Schools
5401 Northwest Second Avenue
Des Moines, IA 50313-1331
Enrollment: 1,399
Suburban
Page 31

KANSAS

Andover USD #385
P. O. Box 248
Andover, KS 67002-0248
Enrollment: 2,197
Suburban
Pages 19, 24

Halstead USD #440
520 West Sixth Street
Halstead, KS 67056-2169
Enrollment: 800
Suburban
Page 59

Haysville USD #261
1745 West Grand
Haysville, KS 67060-1234
Enrollment: 4,000
Suburban
Page 59

Olathe USD #233
P. O. Box 2000
Olathe, KS 66051-2000
Enrollment: 17,500
Suburban
Pages 5, 21, 39, 46, 49, 57

Osborne USD #392
North Second Street
Osborne, KS
Enrollment: 520
Rural
Pages 15, 31, 34, 39, 43, 55, 56, 57

Oxford USD #358
P. O. Box 937
301 East Maple
Oxford, KS 67119-0937
Enrollment: 442
Rural
Pages 24, 34, 35, 36, 43, 44, 52

Royal Valley USD #337
Box 117
Mayetta, KS 66509-0117
Enrollment: 875
Rural
Pages 15, 40

KANSAS, continued

Santa Fe Trail USD #434
632 West Main
Carbondale, KS 66414
Enrollment: 1,420
Rural
Page 59

Shawnee Heights USD #450
4401 S.E. Shawnee Heights Road
Tecumseh, KS 66542-9537
Enrollment: 3,452
Suburban
Pages 15, 34, 37

Spring Hill USD #230
P. O. Box 346
Spring Hill, KS 66083-0346
Enrollment: 1,270
Rural
Pages 5, 46

Wamego USD #320
510 East Highway 24
Wamego, KS 66547-9520
Enrollment: 6,800
Suburban
Pages 14, 15, 19, 24, 37, 46, 59

Wathena USD #406
705 Jessie Street
P. O. Box 38
Wathena, KS 66090-0038
Enrollment: 450
Rural
Page 59

Winfield USD #465
920 Millington
Winfield, KS 67156-3619
Enrollment: 2,606
Suburban
Pages 24, 31, 59

KENTUCKY

Bardstown ISD
308 North Fifth Street
Bardstown, KY 40004-1406
Enrollment: 1,600
Suburban
Page 59

KENTUCKY, continued

Boyd County Schools
1104 Bob McCullough Drive
Ashland, KY 41102-9275
Enrollment 4,004
Suburban
Page 55

Henderson County SD
1805 Second Street
Henderson, KY 42420-3367
Enrollment: 7,900
Suburban
Page 24

Jefferson County Public Schools
P. O. Box 34020
Louisville, KY 40232-4020
Enrollment: 96,265
Urban
Pages 17, 24, 36, 38, 52

Johnson County Schools
253 North Mayo Trail
Paintsville, KY 41240
Enrollment: 3,900
Rural
Page 54

Russellville ISD
355 South Summer Street
Russellville, KY 42276-2055
Enrollment: 1,528
Rural
Page 24

LOUISIANA

East Baton Rouge Parish
School Board
P. O. Box 2950
Baton Rouge, LA
Enrollment: 59,000
Urban
Page 24

Jefferson Parish Public
School System
4600 River Road
Marrero, LA 70072
Enrollment: 56,000
Urban
Pages 12, 17, 21, 34, 35, 39, 43, 49, 50

LOUISIANA, continued

Lincoln Parish School Board
410 South Farmerville Street
Ruston, LA 71270-4655
Enrollment: 7,100
Rural
Page 59

MAINE

Biddeford School Department
23 Maplewood Avenue
Biddeford, ME 04005-2109
Enrollment: 2,850
Rural
Page 24

Maine School Administrative
District #55
Box 729
Kezar Falls, ME 04047
Enrollment: 1,350
Rural
Page 46

MARYLAND

Baltimore City Public Schools
200 East North Avenue, Rm.405
Baltimore, MD 21202-5910
Enrollment: 110,000
Urban
Pages 1, 14, 17, 24, 27, 31, 35, 51, 53

Caroline County Board of Educ
112 Market Street
Denton, MD 21629-1035
Enrollment: 5,300
Rural
Pages 6, 21

Charles County Public Schools
P. O. Box D
LaPlata, Maryland 20646
Enrollment: 20,416
Suburban
Pages 46, 49

MARYLAND, continued

Queen Anne's County
Board of Educ
202 Chesterfield Avenue
Centreville, MD 21617-1308
Enrollment: 5,541
Rural
Pages 17, 19, 31, 37, 46

St. Mary's County
Board of Educ
P. O. Box 641
Leonardtown, MD 20650-0641
Enrollment: 12,955
Rural
Pages 44, 58, 59

MASSACHUSETTS

Attleboro Public Schools
Rathbun Willard Drive
Attleboro, MA 02703
Enrollment: 5,864
Suburban
Pages 21, 29, 40, 46

Blue Hills Regional Vocational SD
800 Randolph Street
Canton, MA 02021-1358
Enrollment:
Suburban
Page 59

Boston Public Schools
26 Court Street
Boston, MA 02108-2505
Enrollment: 59,000
Urban
Pages 46, 50, 54

Falmouth SD
340 Teaticket Highway
East Falmouth, MA 02536-6527
Enrollment: 5,030
Rural
Page 46

Holyoke Public Schools
57 Suffolk Street
Holyoke, MA 01040-5015
Enrollment: 7,200
Urban
Pages 24, 29, 34, 37, 46

MASSACHUSETTS, continued

Randolph Public Schools
40 Highland Avenue
Randolph, MA 02368-4513
Enrollment: 3,972
Rural
Pages 19, 31, 46

Shawsheen Valley Technical SD
100 Cook Street
Billerica, MA 01821-5421
Enrollment:
Suburban
Page 24

Somerville School Department
93 School Street
Somerville, MA 02143
Enrollment: 9,000
Urban
Pages 19, 44

Springfield Public Schools
P. O. Box 1410
Springfield, MA 01103-1739
Enrollment: 24,500
Urban
Pages 18, 37, 41, 46, 52, 55

MICHIGAN

Boyne City Public Schools
P. O. Box 289
Boyne City, MI 49712-0289
Enrollment: 1,398
Rural
Pages 21, 42, 51, 53, 55, 57

Bridgeport-Spaulding
Community SD
3878 Sherman Street
Bridgeport, MI 48722
Enrollment: 3,150
Urban
Pages 31, 58

Buena Vista SD
705 North Towerline Road
P. O. Box 4829
Saginaw, MI 48601-9466
Enrollment: 1,747
Suburban
Page 31

MICHIGAN, continued

City of Flint SD
923 East Kearsley Street
Flint, MI 48503-1974
Enrollment: 26,500
Urban
Pages 24, 37, 46

Grand Haven Area
Public Schools
1415 Beech Tree Street
Grand Haven, MI 49417-2843
Enrollment: 5,900
Suburban
Pages 24, 27, 31, 39

Grosse Pointe Public
School System
389 St. Clair Avenue
Grosse Pointe, MI 48230-1501
Enrollment: 7,507
Suburban
Pages 24, 31, 46

Harper Woods SD
20225 Beaconsfield
Harper Woods, MI 48225-1305
Enrollment: 1,050
Suburban
Page 31

Kent Intermediate SD
2930 Knapp Street, N.E.
Grand Rapids, MI 49505-4518
Enrollment:
Suburban
Pages 21, 27, 35, 37, 39, 46, 57

Lakeshore Public Schools
5771 Cleveland Avenue
Stevensville, MI 49127-9414
Enrollment: 2,850
Rural
Pages 17, 19, 34, 37, 58

Pinckney Community Schools
2130 East M-36
P. O. Box 9
Pinckney, MI 48169-0009
Enrollment: 3,854
Rural
Pages 8, 24, 35, 43

MICHIGAN, continued

City of Royal Oak SD
1123 Lexington Boulevard
Royal Oak, MI 48073-2438
Enrollment: 7,724
Suburban
Pages 15, 19, 31, 57

City of Saginaw Public Schools
550 Millard Street
Saginaw, MI 48607-1140
Enrollment: 15,635
Urban
Pages 14, 24, 31

Walled Lake Consolidated Schools
850 Ladd Road, Bldg. P
Walled Lake, MI 48390
Enrollment: 12,000
Suburban
Page 27, 29

Waverly Community Schools
515 Snow Road
Lansing, MI 48917-4501
Enrollment: 3,319
Suburban
Page 15, 17, 31, 41

MINNESOTA

Duluth Public Schools
215 North 1st Avenue East
Duluth, MN 55802-2058
Enrollment: 13,800
Urban
Pages 18, 24, 31, 43, 59

Saint Paul ISD #625
360 Colborne Street
Saint Paul, MN 55102-3228
Enrollment: 39,300
Urban
Pages 17, 18, 19, 24, 31, 34, 41, 46, 55

Virginia SD
411 5th Avenue South
Virginia, MN 55792
Enrollment: 2,400
Rural
Pages 25, 31

MISSISSIPPI

East Jasper School District
P. O. Drawer E
Heidelberg, MS 39439-1005
Enrollment: 1,500
Rural
Pages 40, 42

South Tippah SD
P. O. Box 439
Ripley, MS 38663-0439
Enrollment: 2,800
Rural
Page 59

MISSOURI

Fort Zumwalt SD
110 Virgil Street
O'Fallon, MO 63366-2637
Enrollment: 10,500
Suburban
Page 46

Kirkwood SD R-7
11289 Manchester Road
St. Louis, MO 61222
Enrollment: 5,500
Suburban
Page 44

Maryville SD R-11
1429 South Munn Avenue
Maryville, MO 64468-2756
Enrollment: 1,500
Rural
Page 46

North Kansas City SD
2000 N.E. 46th Street
Kansas City, MO 64116-2042
Enrollment: 15,913
Suburban
Page 17

Perry County SD #32
College and Edwards Streets
Perryville, MO 63775
Enrollment: 2,439
Rural
Page 46

MISSOURI, continued

Springfield Public Schools
940 North Jefferson
Springfield, MO 65802-3790
Enrollment: 25,000
Urban
Pages 15, 25, 31, 46

Wentzville SD R-IV
One Campus Drive
Wentzville, MO 63385-3415
Enrollment: 4,294
Suburban
Pages 17, 43, 49, 57

MONTANA

Bozeman Public Schools
404 West Main Street
P. O. Box 520
Bozeman, MT 59715-4579
Enrollment: 4,400
Rural
Pages 25, 47

NEBRASKA

Alliance City Schools
1604 Sweetwater Avenue
Alliance, NE 69301-3303
Enrollment: 2,326
Rural
Page 59

Bayard Public Schools
P. O. Box 607
Bayard, NE 69334-0607
Enrollment: 519
Rural
Page 59

Crete Public Schools
920 Linden Avenue
Crete, NE 68333-2253
Enrollment: 1,289
Rural
Pages 25, 32, 59

NEBRASKA, continued

Lincoln Public Schools
5901 O Street
P. O. Box 82889
Lincoln, NE 68501-2889
Enrollment: 29,738
Urban
Pages 17, 25, 28, 42, 47

Omaha Public Schools
3215 Cuming Street
Omaha, NE 68131-2000
Enrollment: 43,000
Urban
Pages 14, 17, 25, 28, 41, 43, 47

Papillion LaVista
Public Schools
7552 South 84th Street
LaVista, NE 68128
Enrollment: 2,164
Rural
Pages 44, 52, 55

Westside Community Schools
909 South 76th Street
Omaha, NE 68114-4519
Enrollment: 4,680
Urban
Pages 25, 32, 47

NEVADA

Clark County SD
2832 East Flamingo
Las Vegas, NV 89121
Enrollment: 156,000
Urban
Pages 14, 17, 25, 28, 32, 35, 39, 41, 47

Elko County SD
P. O. Box 1012
Elko, NV 89801
Enrollment: 9,456
Rural
Page 59

Lincoln County SD
Box 118
Panaca, NV 89042
Enrollment: 1,079
Rural
Pages 32, 35, 37, 43

NEVADA, continued

Mineral County SD
P. O. Box 1540
Hawthorne, NV 89415-1540
Enrollment: 1,200
Rural
Page 59

Storey County SD
P. O. Box C
Virginia City, NV 89440-0138
Enrollment: 486
Rural
Pages 14, 28, 29, 47, 50

Washoe County SD
425 East 9th Street
Reno, NV 89520
Enrollment: 42,061
Urban
Page 50

White Pine County SD
P. O. Box 400
East Ely, NV 89315-0400
Enrollment: 1,746
Rural
Pages 15, 18, 25, 28, 32, 35, 39, 43, 51

NEW HAMPSHIRE

Sanborn Regional SD
178 Main Street
Kingston, NH 03848-3219
Enrollment: 1,750
Rural
Pages 29, 44, 56

NEW JERSEY

Berlin Borough SD
215 South Franklin Avenue
Berlin, NJ 08009
Enrollment: 692
Suburban
Pages 25, 29

NEW JERSEY, continued

Clifton Public Schools
745 Clifton Avenue
Clifton, NJ 07013
Enrollment: 8,200
Suburban
Pages 15, 32

Dumont Public Schools
25 Depew Street
Dumont, NJ 07628-3601
Enrollment: 2,300
Suburban
Page 32

East Orange Board of Educ
715 Park Avenue
East Orange, NJ 07017-1036
Enrollment: 11,600
Urban
Pages 25, 32, 41, 47

Lindenwold Boro SD
1017 East Linden Avenue
Lindenwold, NJ 08021-1126
Enrollment: 1,425
Urban
Pages 15, 19, 32, 37, 39, 41, 47

Lower Camden County Regional
District #1
200 Coopers Folly Road
Acto, NJ 08004-2649
Enrollment: 5,048
Suburban
Pages 32, 47

Lower Township Board of Educ
834 Seashore Road
Lower Township
Cape May, NJ 08204-4650
Enrollment: 1,974
Rural
Pages 43, 47, 56

North Wildwood SD
1201 Atlantic
North Wildwood, NJ 08260
Enrollment: 450
Suburban
Pages 32, 34, 44

NEW JERSEY, continued

Orange Board of Educ
369 Main Street
Orange, NJ 07050-2704
Enrollment: 4,000
Urban
Pages 25, 32

Pine Hill Public Schools
1003 Turnerville Road
Pine Hill, NJ 08021-6526
Enrollment: 927
Suburban
Page 25

Ridgefield Park Board of Educ
98 Central Avenue
Ridgefield Park, NJ 07660
Enrollment: 1,513
Suburban
Pages 15, 21, 32

Ridgewood Board of Educ
49 Cottage Place
Ridgewood, NJ 07450
Enrollment:
Suburban
Pages 19, 25, 32, 37, 47, 54

Roselle Park Public Schools
500 Larch Street
Roselle Park, NJ 07204
Enrollment: 1,850
Suburban
Pages 25, 29, 37, 39

Teaneck Public Schools
1 Merrison Street
Teaneck, NJ 07666-4616
Enrollment: 4,200
Suburban
Pages 29, 39

Trenton Public Schols
108 North Clinton Avenue
Trenton, NJ 08609-1014
Enrollment: 12,611
Urban
Pages 14, 15

NEW MEXICO

Alamogordo Public Schools
P. O. Box 617
Alamogordo, NM 88311-0617
Enrollment: 8,075
Rural
Pages 14, 17, 35, 41, 43, 55, 57

Albuquerque Public Schools
P. O. Box 25704
Albuquerque, NM 87125-0704
Enrollment: 90,000
Urban
Pages 15, 20, 25, 32, 37, 47, 49, 51, 55

Dora Consolidated Schools
P. O. Box 327
Dora, NM 88115
Enrollment: 260
Rural
Page 59

Los Alamos Public Schools
751 Trinity Drive
P. O. Box 90
Los Alamos, NM 87544-3201
Enrollment: 3,100
Suburban
Pages 21, 43

Pojoaque Valley Schools
Pojoaque Station
P. O. Box 3468
Santa Fe, NM 87501-0468
Enrollment: 1,825
Suburban
Pages 7, 32, 41, 47

NEW YORK

Canandaigua City SD
143 North Pearl Street
Canandaigua, NY 14424-1430
Enrollment: 4,300
Suburban
Pages 17, 34, 55

Ellenville Central Schools
28 Maple Avenue
Ellenville, NY 12428
Enrollment: 2,100
Rural
Pages 25, 32, 34, 47, 52

NEW YORK, continued

Fairport Central SD
38 West Church Street
Fairport, NY 14450
Enrollment: 7,100
Suburban
Page 47

Harborfields Central SD
2 Oldfield Road
Greenlawn, NY 11740-1235
Enrollment: 2,650
Suburban
Page 59

Hendrick Hudson SD
61 Trolley Road
Montrose, NY 10548-1126
Enrollment: 2,188
Rural
Page 59

Highland Falls-Ft.Montgomery
Central SD
P. O. Box 287
Highland Falls, NY 10928-0287
Enrollment: 1,045
Suburban
Pages 32, 47, 59

Kenmore-Town of Tonawanda
Public Schools
1500 Colvin Boulevard
Kenmore, NY 14223-1196
Enrollment: 9,600
Suburban
Page 59

Longwood Central SD
35 Yaphank Middle Island Road
Middle Island, NY 11953-2369
Enrollment: 9,065
Suburban
Page 25, 27, 41, 43, 47, 52

Lynbrook Union Free SD
111 Atlantic Avenue
Lynbrook, NY 11563-3411
Enrollment: 2,363
Suburban
Pages 29, 34, 40

NEW YORK, continued

Mahopac Central SD
179 East Lake Boulevard
Mahopac, NY 10541
Enrollment: 4,300
Suburban
Page 59

City SD of New Rochelle
515 North Avenue
New Rochelle, NY 10801-3418
Enrollment: 8,500
Urban
Pages 21, 29

North Salem Central Schools
230 June Road
North Salem, NY 10560-1204
Enrollment: 1,130
Rural
Page 59

Northeastern Clinton Central SD
Route 276, P. O. Box 339
Champlain, NY 12919-0339
Enrollment: 1,500
Rural
Pages 32, 59

Odessa-Montour SD
P. O. Box 48
Montour Falls, NY 14865
Enrollment: 1,000
Rural
Page 47

Penfield Central Schools
P. O. Box 900
Penfield, NY 14526-0900
Enrollment: 4,500
Suburban
Pages 20, 40

Pittsford Central SD
42 West Jefferson Road
Pittsford, NY 14534-1921
Enrollment: 5,122
Suburban
Pages 16, 32, 37, 41

NEW YORK, continued

Scarsdale Union Free SD
Brewster Road
Scarsdale, NY 10583
Enrollment: 3,650
Suburban
Pages 22, 32, 37

Skaneateles Central Schools
49 East Elizabeth Street
Skaneateles, NY 13152
Enrollment: 1,800
Rural
Pages 29, 47

Southern Westchester BOCES
17 Berkley Drive
Rye Brook, NY 10573-1422
Enrollment:
Suburban
Pages 22, 33, 41, 49, 50, 55

Valley Stream Central High SD
One Kent Road
Valley Stream, NY 11580-3314
Enrollment: 3,376
Suburban
Pages 14, 17, 25, 32, 37, 41, 43, 47, 56, 57

Williamsville Central SD
415 Lawrence Bell Drive
Williamsville, NY 14221-7805
Enrollment: 9,800
Suburban
Pages 14, 20, 34, 37, 41, 43, 47

NORTH CAROLINA

Carteret County SD
P. O. Box 600
Beaufort, NC 28515-9799
Enrollment: 8,058
Rural
Pages 16, 36, 51, 52, 53, 55, 56, 57

Charlotte-Mecklenburg Schools
P. O. Box 30035
Charlotte, NC 28230-0035
Enrollment: 85,000
Urban
Pages 8, 25, 49, 52

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NORTH CAROLINA, continued

Columbus County Schools
P. O. Box 729
Whiteville, NC 28472
Enrollment: 1,230
Rural
Pages 22, 52

Cumberland County Schools
P. O. Box 2357
Fayetteville, NC 28302-2357
Enrollment 43,000
Urban
Pages 16, 56

Hickory City Schools
432 Fourth Avenue, S.W.
Hickory, NC 28602-2805
Enrollment: 4,200
Urban
Page 35, 49, 56

Mount Airy City Schools
P. O. Drawer 710
Mount Airy, NC 27030-0710
Enrollment: 2,000
Rural
Page 25

Nash-Rocky Mount Schools
930 Eastern Avenue
Nashville, NC 27856-1716
Enrollment: 16,650
Rural
Pages 17, 41, 56

Perquimans County Schools
P. O. Box 337
Hertford, NC 27944-1100
Enrollment: 2,042
Rural
Pages 16, 17, 34, 35, 37, 41, 52, 55, 58

Public Schools of Robeson County
P. O. Drawer 2909
Lumberton, NC 28359-1328
Enrollment: 23,000
Rural
Page 59

NORTH CAROLINA, continued

Rowan-Salisbury Schools
P. O. Box 2349
Salisbury, NC 28145-2349
Enrollment: 18,100
Rural
Page 59

Wake County Public Schools
3600 Old Wake Forest Road
P. O. Box 28041
Raleigh, NC 27611-8041
Enrollment: 81,000
Urban
Pages 22, 47, 49

NORTH DAKOTA

Grand Forks Public SD #1
308 Demers Avenue
P. O. Box 6000
Grand Forks, ND 58206-6000
Enrollment: 9,500
Rural
Pages 15, 17, 20, 44

OHIO

Columbus City SD
270 East State Street
Columbus, OH 43215-4312
Enrollment: 64,000
Urban
Pages 22, 47

East Cleveland City SD
15305 Terrace Road
East Cleveland, OH 44112
Enrollment: 6,700
Urban
Pages 16, 17, 27, 32, 41, 42, 47, 53, 56, 57

Eastland Vocational SD
4300 Amalgamated Place
Groveport, OH 43125-9315
Enrollment:
Suburban
Pages 25, 35, 37, 47

OHIO, continued

Findlay City SD
227 South West Street
Findlay, OH 45840-3324
Enrollment: 6,357
Rural
Page 59

Mentor Exempted Village SD
6451 Center Street
Mentor, OH 44060-4109
Enrollment: 10,701
Suburban
Page 41

Portsmouth City SD
411 Court Street
Portsmouth, OH 45662-3955
Enrollment: 3,466
Urban
Pages 32, 51, 58

St. Bernard-Elmwood Place City Schools
105 Washington Avenue
St. Bernard, OH 45217-1317
Enrollment: 1,300
Suburban
Page 25

Salem School District
P. O. Box 1106
Salem, OH 44460
Enrollment:
Rural
Page 59

South-Western City Schools
2975 Kingston Avenue
Grove City, OH 43123-3304
Enrollment: 16,800
Suburban
Page 59

Sycamore Community SD
4881 Cooper Road
Cincinnati, OH 45242-6902
Enrollment: 5,870
Suburban
Page 59

OHIO, continued

Toledo Public Schools
Manhattan and Elm Streets
Toledo, OH 43608-1299
Enrollment: 39,600
Urban
Pages 14, 25, 33, 37, 39, 55

OKLAHOMA

Altus SD
801 East Commerce
Altus, OK 73521
Enrollment: 4,800
Rural
Page 59

Enid Public Schools
500 South Independence
Enid, OK 73701-5693
Enrollment: 7,131
Urban
Pages 18, 25, 48, 59

Jenks Public Schools
205 East "B" Street
Jenks, OK 74037-3906
Enrollment: 8,300
Urban
Pages 25, 59

Lawton Public Schools
P. O. Box 1009
Lawton, OK 73502-1009
Enrollment: 18,539
Suburban
Pages 16, 19, 40

Metro Area Vocational-Technical SD #22
1900 Springlake Drive
Oklahoma City, OK 73111-5238
Enrollment:
Urban
Page 35, 41

Midwest City-Del City Public Schools
P. O. Box 10630
Midwest City, OK 73140-1630
Enrollment: 16,000
Suburban
Page 25

OKLAHOMA, continued

Millwood Public Schools
6724 Martin Luther King
Oklahoma City, OK 73111
Enrollment: 1,100
Urban
Page 22

Oklahoma Northwest Area Vocational-Technical SD
1801 South 11th Street
Alva, OK 73717
Enrollment: 500
Rural
Pages 28, 37

Rocky Mountain SD
Route 1, Box 665
Stilwell, OK 74960-9726
Enrollment: 148
Rural
Page 28

Tulsa Public Schools
3027 South New Haven
P. O. Box 470208
Tulsa, OK 74147-0208
Enrollment: 40,524
Urban
Page 25

Union Public Schools
5656 South 129th East Avenue
Tulsa, OK 74134-6715
Enrollment: 11,113
Suburban
Pages 22, 40

Weatherford Public Schools
516 North Broadway
Weatherford, OK 73096-4910
Enrollment: 2,000
Rural
Pages 32, 59

OREGON

Greater Albany Public SD #8J
718 Seventh Avenue, S.W.
Albany, OR 97321-2320
Enrollment: 7,597
Rural
Pages 2, 25, 32, 38, 58

OREGON, continued

Cascade SD #5
10226 Marion Road, SE
Turner, OR 97392-9789
Enrollment: 990
Rural
Pages 20, 25, 35, 38, 39

Lincoln County SD
459 S.W. Coast Highway
P. O. Box 1110
Newport, OR 97365-4931
Enrollment: 6,950
Rural
Pages 16, 32, 34, 39, 41, 48, 50

Multnomah Educational Services District
11611 NE Ainsworth Circle
Portland, OR 97220-9017
Enrollment:
Urban
Page 60

Salem-Keizer SD #24J
1309 Ferry Street, Box 12024
Salem, OR 97309-0024
Enrollment: 31,000
Urban
Pages 32, 41, 49

Sherwood SD #88J
400 North Sherwood Blvd.
Sherwood, OR 97140-9204
Enrollment: 1,430
Suburban
Pages 16, 18, 20, 25, 34, 38, 41, 43, 48, 50, 53, 56

PENNSYLVANIA

Central Bucks BOCES
16 Weldon Drive
Doylestown, PA 18901
Enrollment: 13,000
Suburban
Pages 33, 48, 50

Central Dauphin SD
600 Rutherford Road
Harrisburg, PA 17109-5227
Enrollment: 10,245
Urban
Pages 15, 18, 20, 33, 38, 53, 56

PENNSYLVANIA, continued

Colonial SD
230 Flourtown Road
Plymouth Meeting, PA 19462
Enrollment: 4,230
Suburban
Pages 16, 20, 48

Danville Area SD
600 Walnut Street
Danville, PA 17821
Enrollment: 7,900
Rural
Pages 18, 50

East Penn SD
640 Macungie Avenue
Emmaus, PA 18102
Enrollment: 6,400
Suburban
Page 48

Freedom Area SD
1701 8th Avenue
Freedom, PA 15042
Enrollment: 2,011
Rural
Pages 28, 48, 51, 56

Pine-Richland SD
4046 Ewalt Road
Gibsonia, PA 15044-9534
Enrollment: 2,222
Suburban
Pages 9, 16, 20, 33, 48, 53

Pittsburgh SD
341 South Bellefield Avenue
Pittsburgh, PA 15213-3552
Enrollment: 40,445
Urban
Pages 48, 57

Spring-Ford Area SD
199 Bechtel Road
Collegeville, PA 19426-2829
Enrollment: 3,997
Suburban
Page 43

PENNSYLVANIA, continued

Upper Moreland SD
150 Terwood Road
Willow Grove, PA 19090-1431
Enrollment: 3,025
Suburban
Page 26

RHODE ISLAND

Coventry Public Schools
Wood Street
Coventry, RI 02816-5825
Enrollment: 5,414
Suburban
Pages 16, 20, 26, 29, 41, 45, 53, 56

SOUTH CAROLINA

Darlington County SD
P. O. Box 493
Darlington, SC 29532-0493
Enrollment: 12,500
Rural
Page 26

Georgetown County Schools
624 Front Street
Georgetown, SC 29440
Enrollment:
Rural
Page 22

Marion School District One
616 Northside Avenue
Marion, SC 29571
Enrollment: 3,600
Rural
Pages 26, 38

TENNESSEE

Clarksville-Montgomery County
Board of Educ
501 Franklin Street
P. O. Box 867
Clarksville, TN 37040-3425
Enrollment: 22,000
Urban
Page 56

TENNESSEE, continued

Fayetteville City Schools
110A South Elk Street
Fayetteville, TN 37334
Enrollment: 1,060
Rural
Page 60

Memphis City Schools
2597 Avery Avenue
Memphis, TN 38112
Enrollment; 108,000
Urban
Pages 26, 48

TEXAS

Arlington ISD
1203 West Pioneer
Arlington, TX 76010
Enrollment:
Urban
Pages 5, 7, 16, 20, 27, 34

Austin ISD
1111 West 6th Street
Austin, TX 78703-5399
Enrollment: 72,782
Urban
Pages 18, 26, 28, 34, 35, 38, 48, 51, 56

Birdville ISD
6125 East Belknap
Haltom City, TX 76117
Enrollment: 19,800
Suburban
Pages 14, 16, 20, 26, 36, 38, 48, 51

Galveston ISD
P. O. Drawer 660
Galveston, TX 77553-0660
Enrollment: 10,157
Urban
Pages 7, 26

Houston ISD
3830 Richmond Avenue
Level One West
Houston, TX 77027-5864
Enrollment: 203,000
Urban
Pages 19, 51

TEXAS, continued

Marshall ISD
P. O. Box 879
Marshall, TX 75671-0879
Enrollment: 6,626
Rural
Page 30

New Braunfels ISD
430 West Mill
New Braunfels, TX 78130-7915
Enrollment: 5,200
Suburban
Pages 14, 33, 38, 43, 48, 51, 57

Plainview ISD
P. O. Box 1540
Plainview, TX 79073-1540
Enrollment: 6,254
Rural
Pages 26, 33, 36, 41, 48

Round Rock ISD
1311 Round Rock Avenue
Round Rock, TX 78717
Enrollment: 25,000
Suburban
Pages 16, 26, 33, 36

San Antonio ISD
141 Lavaca Street
San Antonio, TX 78210-1039
Enrollment: 60,000
Urban
Page 60

Seminole ISD
P. O. Box 900
Seminole, TX 79360-0900
Enrollment: 2,586
Rural
Page 60

Weslaco ISD
319 West Fourth Street
P. O. Box 266
Weslaco, TX 78596-6047
Enrollment: 13,000
Rural
Pages 5, 26, 33, 45

TEXAS, continued

Wichita Falls ISD
P. O. Box 2570
Wichita Falls, TX 76307-7533
Enrollment: 15,105
Urban
Pages 26, 33, 48

UTAH

Granite SD
340 East 3545 South
Salt Lake City, UT 84115-4697
Enrollment: 1,450
Rural
Pages 9, 30

Ogden City SD
2444 Adams Avenue
Ogden, UT 84401-2402
Enrollment: 12,400
Urban
Page 48

Weber SD
5320 South Adams Avenue
Ogden, UT 84405
Enrollment: 26,000
Suburban
Pages 8, 18, 26, 38, 41, 52, 56, 58

VIRGINIA

Cumberland County SD
P. O. Box 170
Cumberland, VA 23040-0170
Enrollment: 1,125
Rural
Pages 26, 28, 42, 57

Danville Public Schools
313 Municipal Building
P. O. Box 9600
Danville, VA 24543-9600
Enrollment: 8,300
Urban
Page 57

VIRGINIA, continued

Fairfax County Public Schools
10700 Page Avenue
Fairfax, VA 22030-4006
Enrollment: 140,000
Suburban
Pages 22, 57

King William County Schools
P. O. Box 185
King William, VA 23086-0185
Enrollment: 1,600
Rural
Pages 35, 38, 43, 53, 57

Lynchburg City Schools
P. O. Box 1599
Lynchburg, VA 24505-1599
Enrollment: 9,400
Urban
Pages 12, 26, 36, 40, 59

Norfolk City Public Schools
P. O. Box 1357
Norfolk, VA 23501-1357
Enrollment: 35,000
Urban
Pages 9, 22, 39, 43, 48, 51

Northampton County
Public Schools
7207 Young Street
P. O. Box 360
Machipongo, VA 23405-1725
Enrollment: 2,455
Rural
Pages 16, 36, 51

Portsmouth City Public Schools
P. O. Box 998
Portsmouth, VA 23705-0998
Enrollment: 18,000
Urban
Pages 14, 16, 27, 36, 39, 41, 48, 49, 51, 56

Quantico Dependents
School System
3308 John Quick Road
Quantico, VA 22134-1702
Enrollment: 1,300
Suburban
Pages 36, 52, 55

VIRGINIA, continued

Richmond Public Schools
301 North Ninth Street
Richmond, VA 23219-1910
Enrollment: 27,736
Urban
Pages 18, 28, 36, 48

Southampton County Public
Schools
P. O. Box 26
Courtland, VA 23837-0026
Enrollment: 2,654
Rural
Page 60

York County Schools
302 Dane Road
Yorktown, VA 23692
Enrollment: 11,000
Suburban
Page 51

WASHINGTON

Bremerton SD #100-C
300 North Montgomery
Bremerton, WA 98312-4056
Enrollment: 6,300
Suburban
Pages 5, 26

Cape Flattery SD #401
Box 109
Sekiu, WA 98381-0109
Enrollment: 623
Rural
Page 60

Clover Park SD #400
10903 Gravelly Lake Drive S.W.
Tacoma, WA 98499-1341
Enrollment: 12,842
Suburban
Pages 3, 33

Deer Park SD
P. O. Box 490
Deer Park, WA 99006
Enrollment:
Rural
Page 35

WASHINGTON, continued

Everett SD #2
P. O. Box 2098
Everett, WA 98203-0098
Enrollment: 16,000
Urban
Pages 48, 50

Ferndale SD #502
P. O. Box 698
Ferndale, WA 98248-0698
Enrollment: 4,300
Suburban
Pages 5, 30

Kelso SD #453
601 Crawford Street
Kelso, WA 98626-4315
Enrollment: 4,734
Suburban
Page 30

Kent SD #415
12033 S.E. 256 Street
Kent, WA 98031-6643
Enrollment: 23,913
Suburban
Pages 20, 27, 38, 39, 40, 43

Shoreline SD
Shoreline, WA 98177
Enrollment: 9,900
Suburban
Pages 18, 33

Spokane SD
North 200 Bernard
Spokane, WA
Enrollment: 31,000
Urban
Pages 18, 26, 34, 38, 39, 41, 43, 48, 51, 56

Toppenish SD #202
106 Franklin Avenue
Toppenish, WA 98948-1299
Enrollment: 3,300
Rural
Page 60

WISCONSIN

School District of Beloit
1633 Keeler Avenue
Beloit, WI 53511-4713
Enrollment: 7,000
Urban
Pages 33, 41, 48

Cedarburg SD
W68 N611 Evergreen Blvd.
Cedarburg, WI 53012-1847
Enrollment: 2,670
Suburban
Pages 19, 26, 48

School District of Janesville
527 South Franklin Street
Janesville, WI 53545
Enrollment: 10,321
Urban
Pages 16, 33, 34, 38, 43

Manston SD
508 Grayside Avenue
Manston, WI 53948-1900
Enrollment: 1,600
Rural
Page 60

School District of Menomonie Area
718 North Broadway
Menomonie, WI 54751-1511
Enrollment:
Rural
Pages 48, 55

School District of Menomonee Falls
N84 W16579 Menomone Avenue
Menomonee Falls, WI 53051
Enrollment: 4,000
Suburban
Pages 14, 16, 18, 20, 26, 28, 34, 38, 39, 43, 48, 56, 57

Northland Pines SD
1780 Pleasure Island Road
P. O. Box 847
Eagle River, WI 54521-9334
Enrollment: 1,600
Rural
Page 60

WISCONSIN, continued

Sheboygan Area SD
830 Virginia Avenue
Sheboygan, WI 53081-4427
Enrollment: 9,900
Rural
Pages 22, 38, 52

Somerset SD
400 Spring Street
Somerset, WI 54025-9005
Enrollment: 869
Suburban
Pages 33, 48

Stevens Point Public Schools
1900 Polk Street
Stevens Point, WI 54481-5875
Enrollment: 8,585
Urban
Page 16

WYOMING

Fremont County SD #21
90 Ethete Road
Fort Washakie, WY 82514
Enrollment: 300
Rural
Pages 26, 38, 52, 57

Teton County SD #1
P. O. Box 568
Jackson, WY 83001-0568
Enrollment: 2,018
Rural
Page 26

NSBA'S MISSION STATEMENT

The mission of the National School Boards Association, working with and through all its Federation Members, is to foster excellence and equity in public education through school board leadership.

NSBA'S VISION FOR PUBLIC EDUCATION

The National School Boards Association believes local school boards are the nation's preeminent expression of grass roots democracy that this form of governance of the public schools is fundamental to the continued success of the public education. Adequately funded, student-centered public schools will provide, in a safe and supportive environment, a comprehensive education for the whole child and will prepare all of America's children for a lifetime of learning in a diverse, democratic society and an interdependent global economy. America's school boards, by creating a vision of excellence and equity for every child, will provide performance-oriented school that meet today's problems as well as the challenges of tomorrow.

National School Boards Association
1680 Duke Street
Alexandria, VA 22314
Phone: 703-838-6722
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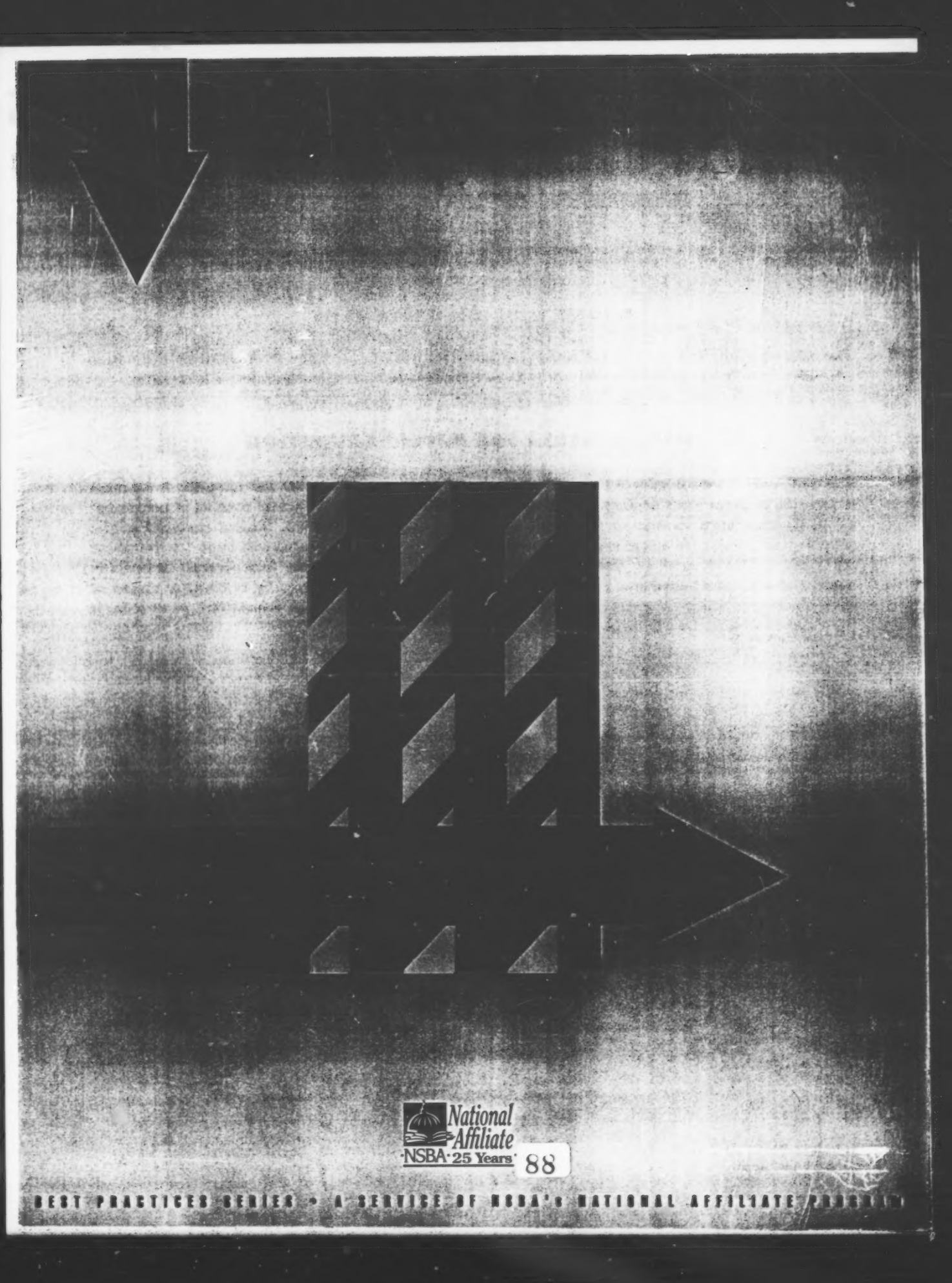
Excellence and Equity in Public Education through School Board Leadership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